

**AN ASSESSMENT OF STRATEGIES TO SUSTAIN BENEFICIARIES'
LIVELIHOODS BY ADVENTIST CENTRE AT KIBAGARE SLUM, NAIROBI,
COUNTY, KENYA**

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**A Thesis Submitted to the Graduate School in Partial Fulfilment of the Requirements
for the Degree of Master of Arts in Sociology (Community Development and Project
Management) of Egerton University**

EGERTON UNIVERSITY

JULY 2020

DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and to the best of my knowledge has not been presented for examination of any degree in any Institution or University.

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Recommendation

This thesis has been submitted with our recommendations as University supervisors.

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DEDICATION

This work is dedicated to my family for their encouragement and support that they have given me all through and especially my husband, G. Ongere and my daughters, Esther and Ruth for their commitment to education.

ACKNOWLEDGEMENTS

I thank God Almighty for His grace that has enabled me finish this work. I would also like to express my deep and sincere gratitude to my supervisors, Dr. Flora Fedha – Department of Curriculum Instruction and Education Management, Egerton University and Mr. John Omboto – Department of Peace, Security and Social Studies for their constant guidance throughout my study period. My sincere thanks also go to Professor Kibet Ng’etich, Department of Peace Security and Social Studies for his provocative insights and expert advice on the research topic that encouraged me to study hard. I appreciate the support provided by the Adventist Centre for Care and Support, the contribution of all the staff and especially Mr.Denis Omwoyo the Project Coordinator and the Assistant, Beatrice Oyugi.

ABSTRACT

In view of well documented non-governmental interventions towards the improvement of livelihoods of urban slum populations, impacts of projects are hardly felt after their exit. It was against this background, that the study focused on establishing strategies adopted by Adventist Centre for enhancing livelihood strategies adopted by Adventist Centre in enhancing livelihood sustainability among beneficiaries in Kibagare; to examine factors that affect sustainability of livelihood strategies, and to assess effectiveness of strategies. The sustainable livelihoods framework for International Development (DFID) served as an analytical guide for the study. To arrive at numbers of beneficiaries interviewed in each village, a formula by Miller and Brewer (2003) was used. The study drew a random sample of 115 beneficiaries through probability and non probability sampling technique. Snowball method was used to select beneficiaries whereas purposive method was used to select the key informants. The primary data were collected using questionnaires from key informants and an interview guide from beneficiaries. Data were analyzed using descriptive statistics. Of the 115 selected beneficiaries, data was successfully collected from 108 beneficiaries after the verification process nullified 3 (three) responses after it was found out that they were no longer beneficiaries to programs. Deductions were therefore based on 105 respondents. Validity of the research instruments were ensured through review of set questions by supervisors while Cronbach's Alpha coefficient (α) statistical procedure used to assess reliability. All the variables tested had alpha value of above the recommended 0.7 (i.e. 0.835, 0.803 and 0.798) and were therefore accepted as reliable. The study findings showed that strategies adopted by AC namely education, economic empowerment, general health services, microcredit, HIV/AIDS management, clothing and food supply, and OVC interventions were emphasized and preferred in that order. Key factors affecting sustainability of livelihoods included donor funding, financial shortages, government regime, and level of involvement of the community members. The study also found that the most effective AC's strategies for sustainable livelihoods were education, economic empowerment, OVC interventions and HIV/AIDS prevention and management in that order. It was, therefore, strongly recommended that NGOs seeking to optimize livelihood sustainability should prioritize these strategies. The study found out that the strategies enhanced livelihood sustainability for as long as there was donor funding. To ward off interference by the donor community, the study recommends that the NGOs source for their own funds so as to have freehand in ensuring livelihood sustainability of their beneficiaries.

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LIST OF ABBREVIATIONS

AC	Adventist Centre
CBO	Church Based Organizations
CDO	Community Development Organizations
CSO	Civil Society Organizations
DFID	Department for International Development
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GOK	Government of Kenya
IFAD	International Fund for Agricultural Development
KENSUP	Kenya National Slums Upgrading Program
MDG	Millennium Development Goals
NGO	Non- Governmental Organizations
NPEP	National Poverty Eradication Plan
NPSN	Nairobi Peoples Settlement Network Report
OVC	Orphaned and Vulnerable Children
SAPS	Structural Adjustment Programs
SL	Sustainable Livelihoods
SNP	Slum Networking Project
UN	United Nations
UNDP	United Nations Development Program
UN-HABITAT	United Nations Human Settlement Program
UNICEF	United Nations International Children Emergency Fund
UNMDG	United Nations Millennium Development Goals
US	United States
USDA	United States Development Agency
WFP	World Food Program
WIC	Women Infants and Children

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Kibagare slum is estimated to be home to more than 15,000 people. It was established by coffee plantation workers, who labored on the colonial farm currently known as Loresho estate in Westlands division in Nairobi. Before leaving, the farm owners sold the land to private individuals, who did not need the service of the workers. Its entrance is via a tarmacked road through the Loresho estate. Residents engage in businesses which are mostly retail shops, video shops, grocery kiosks and drinking dens. The men sit on their motorbikes in small groups, chatting and staring. The women are reformed alcoholics and small business owners who meet for seminars and table banking. They are tailors, grocery sellers, food hawkers, shop owners and hotel owners. Their biggest challenge has been finding a sustainable market (KENSUP, 2009).

Providing sustainable livelihoods to every citizen of the state is a daunting task for any government. To achieve this, multipronged strategies are required (UNITED Nations, 2011). The strategies not only need to be area specific but also have to be cost effective and innovative. There is no doubt that Non- Governmental Organizations (NGOs) serve a valuable and unique role in enhancing sustainable livelihoods to its citizens. Though most of them are not-for-profit, yet they still cover an entire range of human interests. These interests may be domestic or international in scope (Willett, 2002). The involvement of NGOs and international development agencies in informal settlement improvement projects increased in the 1990s. Its concept came into use in 1945 following the establishment of the United Nations Organizations which recognized the need to give a consultative role to organizations which were not classified as neither government nor member states (Willett, 2002). NGOs take different forms and play different roles in different continents, with the NGO sector being most developed in Latin America and parts of Asia.

In Africa, although the Structural Adjustment Programs (SAPS) and stabilization policies were widely adopted as strategic measures to enhance livelihoods, their impact on both economic development and sustainable livelihoods did not achieve expected results (Fowler, 2000). This was due to half-hearted implementation, adverse external factors and inappropriate policy components. This eventuality left a gap which has now necessitated that non-governmental organizations (NGOs) adopt diverse livelihood strategies to satisfy the needs of the poor.

According to the Slum Census carried out by the United Nations in 2011, an estimated 25% of urban population lived in slums and squatter settlements, in inhuman conditions that denied them dignity, shelter, security, and the right to basic civic amenities or social services, in an environment in which crime, ill-health and disease frequently raised demands that drew the attention of the United Nations (United Nations, 2011).

Nairobi's informal settlements have a history as long as that of the city itself. Throughout much of the colonial period, most Africans were barred from the city's designated residential areas as these were reserved for Europeans and Asians. Africans who came to the city in search of work therefore had to create informal residential settlements outside of the central business district and the planned residential areas. The colonial government largely ignored these informal settlements. The city's first development plans did not include the early settlements, meaning that the local authorities did not provide essential services for the settlements and did not construct roads to link them to other areas of the city. As a result, Nairobi developed along segregated lines.

The city's 1948 Master Plan and other major urban development plans continued to neglect the informal settlements. Immediate post-independence government considered slums an "eyesore" and an indication of government failure. As a result, it first introduced control measures to reduce population movement into the city and then, under the pretext of "maintaining law and order", adopted the more radical measure of slum clearance. The slum clearance policy did not, however, halt the proliferation of informal settlements. Instead, displaced residents moved to other areas in and around the city, creating new informal settlements and slums. Between 1971 and 1995, the estimated number of informal settlements grew from 50 to over 130, and their population rose tenfold, from some 100,000 to over 1 million people.

In the 1970s and 1980s the government's approach shifted away from clearances towards efforts aimed at improving living conditions in the settlements. Projects undertaken as part of bilateral or multilateral donor initiatives reflected this new approach, as did projects developed by NGOs, churches and slum-dweller alliances. The involvement of NGOs and international development agencies in informal settlement improvement projects increased in the 1990s.

The most recent and comprehensive demographic and socio-economic data available on Nairobi's informal settlements is that drawn from a household sample survey undertaken by the World Bank in 2006. It is estimated that more than half the urban population of Kenya who live in the country's informal settlements – approximately over 5.5 million people – are supported by NGOs. In Nairobi, it is estimated that an even higher percentage (over 60 percent) of the population live in slums. On the basis of a specially constructed expenditure-based poverty line of Ksh. 3,174 per adult equivalent per month, excluding rent, the World Bank study of 2006 calculated that nearly three-quarters (73%) of slum households are poor despite efforts made by both local and international organizations to improve their livelihoods by way of adopting strategies.

Recent government papers and policies have recognized the existence and continued growth of slums and informal settlements in Kenya, but not enough has been done to rectify decades of failure by the state to develop comprehensive and coherent policies to address their deteriorating livelihoods and access to essential services. It is into this gap that NGOs have neatly fitted.

The lack of a clear policy recognizing slums and settlements as residential areas for city planning and budgeting purposes means that residents are denied a range of essential services provided by the government to other residents of the city. Such essential services included water, sanitation, electricity, garbage collection, health, education, access roads and transport. While significant progress in adopting strategies has been made by Non-Governmental Organizations to improve livelihoods, the issue of sustainability continues to remain a major challenge with respect to vulnerability and poverty (United Nations, 2011).

1.2 Statement of the Problem

Policies and strategies have been formulated by the Kenya government to guide the development process by incorporating other development organizations in urban slums. Through this provision, there have been quite extensive efforts mainly by some non-governmental organizations and other agencies to help bridge the gap that exist in promoting and sustainable development with regard to livelihoods. Such development especially within informal settlements depends primarily on proper project selection, project design, implementation, monitoring and evaluation. Moreover, values and norms, social belief and opinion of target communities should also be considered. Otherwise, sustainability of any projects undertaken by organizational agencies may generally be in jeopardy . in this development discourse.

However, as much as there has been quite a number of NGOs adopting strategies to enhance sustainable livelihoods, existing literature consistently concludes that livelihoods have not been sustained. Populations within informal settlements are faced with many social, economic and cultural problems. They have a low social status, poor sanitation, limited access to justice and information, lack of adequate water, education vulnerability, rights violation, and loss of security. This makes their living conditions very harsh and expensive and therefore the need for livelihood strategies to help them cope. It was against this background that this study ought to assess the strategies of Adventist Centre on sustainability of beneficiary livelihoods in Kibagare slum.

1.3 Objectives of the Study

1.3.1 Broad Objective

The broad objective of the study was to assess Adventist Centre's strategies for livelihood sustainability among its beneficiaries in Kibagare slum.

1.3.2 Specific objectives

- i. To establish livelihood strategies adopted by the Adventist Centre in enhancing livelihood sustainability among beneficiaries in Kibagare slum.
- ii. To investigate the factors that affect the sustainability of livelihood strategies adopted by Adventist Centre in Kibagare slum
- iii. To determine the effects of Adventist Center strategies on beneficiaries' livelihoods in Kibagare slum

1.4 Research questions

- i. Which are the livelihood strategies adopted by Adventist Center to enhance sustainable livelihoods among beneficiaries in Kibagare slum slum?
- ii. What factors affect sustainability of livelihood strategies adopted by Adventist Centre for its beneficiaries in Kibagare slum?
- iii. What are the effects of Adventist Center strategies on the livelihoods of beneficiaries in Kibagare slum?

1.5 Justification of the Study

The study serves as a useful self-examination tool for reflection among non-governmental organizations. It is instrumental as a baseline reference in both the academia and the donor community. The findings serve as an informative basis for program implementers and policymakers in understanding how best the strategies can be implemented in order to assist development agencies in formulation and adoption of best practices based on identified gaps. This will go a long way in building holistic approaches to livelihood sustainability. In turn, findings and recommendations from this study help policymakers and NGOs to make appropriate decisions in the implementation of similar programs in slums.

The study also exposes challenges and weaknesses attendant to initiatives that focus on livelihood sustainability. Finally, findings of the study help donor community to determine which livelihood strategies need to be emphasized for bringing about the necessary growth for beneficiaries and development desirable by both the beneficiaries and donor organizations. By extension, therefore, this study's findings inform donor funding in the domain of livelihood sustainability.

1.6 Scope and limitations of the study

The study sought to assess the strategies to sustain beneficiaries' livelihoods by Adventist Centre at Kibagare slum in Nairobi, Kenya. The study aimed to do an in-depth study of strategies of AC on its beneficiaries at Kibagare slum. Kibagare slum is about 15km west of the city Centre of Nairobi and lies between Loresho Estate and Kitusuru Estates (GOK, 2013). Its total population is 15,000 (Kensup, 2009). Adventist Centre's offices are located at Milimani Road adjacent to Integrity Building in Nairobi. According to UN-Habitat (2003), urban slum residents are often unable to sustain livelihoods because there is failure to address areas that are important to enhance sustainable livelihoods, as such Kibagare slum is the focus of this study.

The accomplishment of this study was not without limitations which included unavailability of some important project documents about the design and implementation of the projects. This is because they had been archived at the AC Head Office at Kilimani and the AC staff respondents for this study were in the field for most of the time. It was not easy to get them from the field to get these documents. However, this research managed to access Program

Assessment Reports, Annual Progress Reports and End of Program Reports which provided adequate information for the purposes of data analysis.

The Nairobi urban slums are large in both number and inhabited area. Each slum area has its own context associated with it, though, for the sake of this study, only Kibagare which is the purposive choice of the study was investigated. Therefore, the selection of one slum and its beneficiaries was based nearly entirely on qualitative information. Though the study was deemed successful, the results may not be generalized to other groups or other slums within the urban set up to the extent that they differ in demographic characteristics.

Though the study was self-funded which limited the sample size, the subject matter was still comprehensively investigated enough to properly demonstrate some of the key livelihood strategies and the essential key issues necessary for drawing conclusions. These limitations were mitigated by ensuring that there was piloting and careful scrutiny of the perceived parameters of the population sample. Notwithstanding these limitations, the research was conducted to guarantee the findings that were made.

1.7 Definition of Terms

Assessment: The evaluation of the nature, quality and ability of the strategies implemented by AC for sustainable livelihood of residents at Kibagare.

Livelihood: Livelihood comprises of the capabilities and assets (including both material and social resources) of an individual. It can also be viewed as a means of support for subsistence, adequate stocks and flows of food and cash to meet basic needs. This study considers livelihood of beneficiaries of AC strategies as all economic activities the beneficiaries undertake to enable them meet their basic needs and aspirations.

Livelihood Outcomes: Livelihood outcomes are the achievements or outputs of livelihood strategies. In other words they are the objectives or purposes which are sought for by individual or household in their livelihood strategies. In broader perspective, common livelihood outcomes include more income, improved wellbeing, reduced vulnerability and more sustainable use of natural resources.

Strategies: In this study livelihood strategies refer to efforts and interventions made by AC to ensure sustainability among beneficiaries. These interventions include all activities engaged in by beneficiaries to enable them secure their livelihood outcomes such as food security, clothing, education for the children, health care (HIV/AIDS, malaria cholera and other common ailments), micro financing and care for orphans and widows.

Non-Governmental Organizations: Non-governmental organizations (NGOs) are non profit organizations that are neither governmental nor inter-governmental. NGOs are generally established to bring the like-minded individuals committed to achieving particular objectives.

Slum: It is a residential area in an urban locality inhabited by the very poor who have no access to tenured land of their own, and hence "squat" on vacant land, either private or public. For this study, it is a squatter settlement as a residential area which has developed without legal claims to the land and/or permission from the concerned authorities to build.

Livelihood Strategies Long-term planned response to circumstances, for example, embarking upon programs or projects that yield positive benefits.

Sustainable livelihood: A livelihood is sustainable when it can cope with and recover from stresses and shocks, maintain or enhance its capabilities and assets both now and in the future while not undermining the natural resource base. In Kibagare, residents' struggle to meet their basic needs and many miss out on essentials like employment, education and health that facilitate livelihood sustainability. Also livelihood of individuals or households are said to be sustainable when they are resilient in the face of external shocks and stresses; are not dependent upon external support (or if they are, this support itself should be economically and institutionally sustainable); maintain the long term productivity of resources; and do not undermine the livelihoods of, or compromise the livelihood options open to others.

Sustainability: Capacity to maintain program services at a level that will provide maintenance or improvement, without degradation long after donors stops funding.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, literature related to strategies and interventions applied within informal settlements on livelihood sustainability was reviewed. Literature presented interrogated livelihood strategies in line with the three study objectives. Each of the objectives was reviewed against related studies and literature. The three thematic areas addressed are strategies adopted by AC; factors that affect sustainability of livelihood strategies by AC and effectiveness of relevant strategies by Adventist Centre that need to be emphasized

2.2 Overview of sustainable livelihood concept

The concepts which are within the sustainable livelihood framework were used in order to analyze and organize the information at hand. They were used systematically to clear any ambiguity regarding any implicit alternative definitions and meanings. In the context of this study, sustainable livelihoods are achieved or not achieved through access or its lack to a range of livelihood resources (physical, natural, economic, human and social), which are combined in the pursuit of different livelihood strategies.

According to Adam (2013) livelihoods are the means of a living; how to think about them, the way people live their own life and their needs to live it in a proper way. The concept of sustainable livelihoods is traceable to the early 1990's during which the terminology was applied in understanding famine and food insecurity during the 1980's (Murray, 2000). The first recorded intervention in this field was observed in the late 1990's at the DFID in UK. Similarly, strong advocacy linking sustainable livelihoods to development emerged in the 1990's (Adam, 2013; Scoones, 2009; Carney, 2003). It was during this time that many organizations started to integrate livelihoods approaches into their programs.

Over the last decade or so 'livelihoods' has thus emerged as a boundary term (Gieryn, cited in Scoones, 2009), something that brings disparate perspectives together, allows conversations over disciplinary and professional divides and provides an institutional bridging function linking people, professions and practices in new ways. This concept of livelihood may evolve in different circumstances and aspirations. In Nepalese for example the meaning could be easy living by meeting needs for food, clothes, shelter, health, education and environment which could provide substantial degree of local needs and self-reliance (Ellis 2000). Webster New World Dictionary defines livelihoods as "a means of living or of

supporting life”. However, livelihoods may mean more than income or a consumption package. Sustainability comes if there is a long term perspective of means for sustenance.

According to Frank Ellis (2000), livelihood comprises the assets (natural, human, financial, social and capital). The acquisition and the access to these (mediated by institutions and social relations) important requirements together determine the living standard gained by an individual or a household. In this definition of livelihood, Ellis also identified three important variables comprising assets, activities and access. These assets are mediated by institutional and social relation processes for the ultimate outcome of livelihood strategies. A livelihood program should help the poor to gain better access to opportunities and may turn out to be sustainable and more cost effective (Ellis, 2000). The point of convergence in the present study is that sustainable livelihoods can be viewed from a variety of different circumstances all the way from a project through to a program and finally to a policy level. However, it is important that the transforming structures and processes should identify major shortcomings and improve on them if their focus is sustaining livelihoods. Both beneficiaries and the transforming sector gain from recognizing the strengths of the other.

2.3 Livelihood sustainability among non-governmental organizations (NGOs)

Non-governmental Organizations constitute important stakeholders in contributing towards sustainable livelihoods. Matanga (2010) states that these organizations help the poor and the weak to organize their communities in order to achieve a more powerful voice, in making decisions and allocating resources. They, from time to time, adopt livelihood strategies that are geared towards improving people’s livelihoods. Livelihood strategies are deliberate activities that men and women embark on to improve their quality of life. The aim of any livelihood strategy is to provide households with the means for subsistence and survival and a possibility of increasing safety nets (Welteji, Mohammed & Hussein, 2017). Livelihood strategies include coping strategies designed to respond to shocks in the short term and adaptive strategies designed to improve circumstances in the long term (Matanga, 2010).

NGOs are considered flexible and suitable for promoting participatory grassroots development; hence, they can use innovative strategies like bottom-up planning to organize the poor to solve their own problems. Much as these practices are important in pursuing sustainability, local NGOs are at the same time, faced with conflicting demands as they strive to survive, retain their legitimacy, and satisfy external demands. Hearn (2007) and Shivji

(2007) have as a result questioned the local NGOs' potential to work towards sustainability, given the nature of their operation and reliance on external aid. It is argued that the presence of NGOs in development creates social interventions and groups dependent on external resources, patronage and in return disempowering instead of empowering the masses (Hearn 2007). Candidly put, NGOs can be confronted with a number of dilemmas in pursuit of sustainability.

According to Rakodi (2002), the choice of strategies an NGO adopts is a dynamic process in which people combine activities to meet their changing needs. They can lead to success or failure depending on how much the stakeholders are involved in policy formulations pertaining to adopted strategies. It also depends on how the interventions are entirely planned and supported by stakeholders. In the course of this research, it became clear that the major response at household level to the current economic crisis has been the diversification of income-generating strategies, but the scope for such diversification varies among households, which have different degrees of resilience and vulnerability. Poor urban households tend to diversify their income sources so as to raise or maintain their incomes. In other words, households construct an increasingly diverse portfolio of activities and assets to survive and to improve their standard of living (Ellis, 2000).

Most NGOs adopt strategies to alleviate poverty in slums with an aim of building the capacity of people, to order their world, to create, reproduce, change, live according to their own meaning systems, and to have the powers to define themselves as opposed to being defined by others (UN-Habitat, 2006). Eradicating poverty and sustaining livelihoods are regarded as the most important goals of human development (Otite & Makoju, cited in Ijaduola, 2008). Development must be about improvement of human well-being, removal of hunger and disease, and promotion of productive employment for all. Credence is granted to the foregoing when it is suggested that a nation's first goal must be to end poverty and satisfy the private needs of all its citizens. This in a way will not jeopardize the opportunity for the future generations to attain the same objective (Obatoki & Chigbue, cited in Ijaduola, 2008).

Livelihood strategies in response to shocks may be beneficial for a short time while also negatively affecting other members of the family and increasing vulnerability in the long run. For instance, sending children to work rather than school (because of labor needs) is a major problem that would affect children in the long run and reduce human capital accordingly.

Livelihood strategies may be assessed at different levels, including individual, household, local, regional and national levels. However, there are variations in terms of the livelihood effects at different scalar levels. For instance, at an individual level, it may seem justifiable to pursue multiple livelihood strategies, but these may have contradictory effects at other levels. A successful agricultural intensification strategy may provide chances for another person locally or nationally to engage in agricultural processing or a petty trading livelihood diversification strategy. However, agriculture intensification may also undercut the strategies of others in the same local community by monopolizing important factors such as land and credit. Individuals and households can specialize in a number of livelihood strategies, for instance, vending, renting out rooms and cross border trading while, at village level, people can specialize in subsistence farming of one specific crop.

NGOs work with the state. States make policies and command resources (Sripen & Gill, 2008). Local NGOs can interact closely with local government and play a strong role in local development activities even where the central government has weak links with them. Also, development actors can register sustainable benefits when they work together and when certain conditions are in place. Chief among these are favorable national and international context; and good quality and long established relations between government, local NGOs and donors (Masunungure & Shackleton, 2018). Although NGOs-state alliances are crucial, some NGOs remain reluctant to form alliances with the state (Masunungure & Shackleton, 2018).

In general, while sustainability of livelihoods is recognized as a desirable objective in local NGO social interventions, it, at the same time, presents a dilemma which is both complex and hard to meet. Consequently, the number of local NGOs which have succeeded rendering, from the very start, sustainability and the gradual withdrawal from or redefinition of their relationship with the poor with whom they have been working, into a crucial part of their overall intervention strategy, is probably quite limited. Local NGO paternalism and dependency relationships may and probably do exist beyond what would be desirable from a point of view of the need for and right to autonomy of organized poor themselves; their own empowerment and process of emancipation; and sustainability of project results (Masunungure & Shackleton, 2018).

2.4 Factors affecting sustainability of livelihood strategies

The relationship between NGOs and state is affected by specific contextual factors which may include the nature of NGOs objectives and strategies, the area of operation of an NGO, the behavior of the donor, and the nature and character of the regime (Masunungure & Shackleton, 2018; Lekorwe & Mpabanga, 2007) expressed a strong view by noting that a healthy relationship between the state and NGOs is conceivable if both parties share the same objectives. If a government's commitment to poverty eradication is weak, then NGOs are likely to view collaborating with that government as counter-productive. In the same vein, dictatorial governments will be wary of NGOs which tend to be sympathetic to the poor. Further, in cases where the government has a positive social agenda which resonates with the NGOs, there is a potential for a strong collaborative relationship. Irrespective of the complementary role NGOs play in ensuring growth among the human kind, they have been viewed variably to be instruments or agents who have been enlisted simply to work to meet the agenda of others as 'reluctant partners' (Lekorwe & Mpabanga, 2007).

One of the major factors impacting on the effective management of NGOs is the nature of their dependability on donor funding. The common impact of financial dependence on donor funding is that, once donors pull back their financial support, NGOs collapse (Lekorwe & Mpabanga, 2007). In many instances, NGOs go where funds are available – for HIV/AIDS, climate change or other issues that are fashionable among donors, and this has led to lack of specialization among NGOs whereby they either change their areas of focus or simply add-on based on areas in which funding is available. Emerging NGOs, which are created in response to little more than the opportunity to pursue the available resources, have a questionable agenda and integrity as they largely depend on funds from donors' sources. Their programs do not conform to the needs of beneficiaries as they mainly subscribe to the interests of the donors (Lekorwe & Mpabanga, 2007). Further, greater competition for funds among these NGOs has emerged thereby encouraging secrecy and even hostilities instead of cooperation for sustainable development (Matanga, 2010). Consequently, it has been observed that these supply-driven NGOs are eroding the reputation of the NGO sector regarding sustainable development (Fowler, 2000).

The challenge to ensure sustainable development has engineered studies on what could affect the sustainability of development interventions. Sustainability holds the key to ensure continuous benefits from interventions after their exit. Factors such as government policy, management capacity of NGOs, donor influence, and social factors have been noted by

research to affect the sustainability of development interventions (Fowler, 2000). The involvement of local communities can promote sustainability by building a base of support and fostering a sense of local ownership of programs as working through local communities makes it easier to take advantage of traditional organizations and indigenous practitioners and benefit from their knowledge of what may work or network in a society ((Matanga, 2010). One of the factors contributing to the weaknesses of civil society is that the concept of non-governmental organizations was imported from outside by donor agencies in response to needs in the African states; therefore, they are mostly inward looking and less engaging when it comes to policy issues to aid development (Lekorwe & Mpabanga, 2007).

In a slum, ethnicity can be a detrimental factor to sustainable development. For instance, Mizruchi and Stearns (2001) tell of related cautionary tales on a study done on the use of internal networks in a marginalized community in the United States. The study focused on internal networks in closing deals with corporate clients. But surprisingly, this strategy appeared counterproductive leading to deal closure. The reasons for failure were that the group in the community who were entrusted to carry out the exercise lacked the element of trust. There was a lack of a wide range of constructive input and uncertainty that would have enabled the success of this strategy. They assert that uncertainty results in conditions that generate a need for the known or the familiar, and people tend to respond to situations by turning to those they are close to.

Political influences sometimes destabilize institutional policies within certain structures. Informal settlements are concentrated in urban neighborhoods which tend to be highly politicized (Carney, 2003). Political interests also play a major role in having strategies adopted especially in communities that are vulnerable. Political patronage is peddled such that economic and social favors to a poor and socially fragmented population are pegged on party support (Carney, 2003). As noted by various authors in literature reviewed, adopting reliable strategies can only be achieved if politicians are sensitive to needs and issues of slum dwellers. Sripen and Gill (2008) observe that political representatives 'may influence officials to implement a program in a particular slum just before an election, thus, making it clear that the slum dwellers should be grateful to him/her, and that he/she expects them to vote for him/her. The gradual role of political interest in slum population is further described in examination of slum improvement programs.

2.5 Effects of strategies for sustainable livelihoods

Chhaya, Lal and Lal (2014) define a sustainable livelihood as one that is able to withstand and recover from shocks and stresses, and enhance or maintain its assets and capabilities both at present and in the future without necessarily undermining the natural resource base. Subsequently, an effective livelihood strategy is the one that leaves the target population better than the way they were over an enduring length of time. Effectiveness of a livelihood sustainability program derives its relevance from the goals and objectives of the program. It is, however, best indicated by the endurance of the benefits of the program in improving the quality of life of the beneficiaries. WWF Nepal Program (2011) emphasizes the nexus between an effective livelihood sustainability strategy and the primary objectives of the program. This implies that a strategy is deemed effective on the basis of its fidelity to the initial objectives.

Kamaruddin and Samsudin (2014), describes the Sustainable Livelihood Index (SLI) that broadly groups livelihood outcomes in terms of food security, economic sustainability and health status. These broad outcomes are further subcategorized into five major domains of sustainable livelihood namely the human capital, the physical capital, the economic and financial capital, the social capital and the natural capital (Scoones, 2003). The human capital entails skills, good health, knowledge and labor. The physical capital refers to the infrastructure such as roads, electricity and other physical facilities. The economic and financial capital is essentially the capital base. Lastly, the natural capital comprises natural resources stockpiles such as water, soil, genetic resources and air among others. The set of these five capitals provides the basis for testing the effectiveness of a livelihood sustainability program.

NGOs have been directly providing support services and other assistance for many years to vulnerable communities. The specific ways in which they do support depend largely on NGOs' capacity, the context in which they operate and the particular need that they set out to meet (Cheston & Khan, 2002). NGOs usually do not have the capacity to fund large infrastructure projects but they can assist the government, for example, in improving their capacity to engage with slum residents or find more constructive and participatory mechanisms for planning of their pro-development actions. Whatever the context of the cooperation is, there are certain principles derived from existing good practice which should be followed (Stuckey, 2004).

In Kenya, most NGOs will likely run into problems if they engage in any work related to advocacy and human rights. With regards to the repercussions of violating this law, it may seem a risky strategy for an NGO to encourage people to claim their rights from the Government of the day. However, people can be assisted to claim their rights even without high profile campaigns.

Poor people are often unable to access formal saving and credit services which would help them to improve their financial capacity and decrease their vulnerability to external shocks and stresses (UN-Habitat, 2003). A majority of NGOs have been trying to sustain livelihoods by addressing such areas as improving access to financial services and providing non-financial services. Slum residents earn meager amounts of money that cannot allow them to make enough deposits in banks that can enable them take credit. Banks and other financial institutions are also often unwilling to give credit to people who have only small and uncertain incomes. Having access to a facility where a person can make regular savings and take credit, for example, when they need to expand an enterprise, can make a considerable difference in the lives of poor people. Many NGOs are aware of this and they therefore come up with various ways in which they can make these services accessible.

A person's knowledge and skills are important. Poor people often have the remarkable ability to make a living from even the very little they have but this ability alone may not be sufficient for the actual development of their livelihoods. NGOs therefore have an opportunity to fill this gap by increasing their knowledge and skills. This can be practically done by providing training to motivated individuals on a number of practical topics such as vocational trainings (carpentry, hairdressing – often done in cooperation with existing entrepreneurs (Baccaro, 2001). Through these, people could be empowered to the extent that they can be able to initiate their own programs. Although the fulfillment of people's basic needs is fundamental for the empowerment of people, the ideas of democracy and empowerment are not incorporated in most NGO programs. One of the failures of this development strategy is in the way development agencies are looking at the needs of the people. By using words such as “developed” and “underdeveloped” two billion people are defined as “inferior” (Long, 2001). In the early 1970s the first literature on participation of poor people in development processes appeared. One of the pioneers was Paulo Freire whose theory was that no matter how “ignorant” or submerged in a “culture of silence” any people are perceived to be; they are still

able to look at the world critically. All people have this ability given the right opportunity and the right tools (Long, 2001).

Participatory programs initiated by NGOs can be a source that enhances sustainable livelihoods among the poor. The first participatory tools were developed to create participation in the rural areas. Rural areas were, at the time, the major recipients of development aid and the major political focus of donor communities. This rural bias, although reduced, still exists today but participation methodologies and practices are now applied in urban and rural development processes alike. These approaches were only used by NGOs and CBOs. They were not adopted by bilateral or multilateral donor institutions (Long 2001). Later, in the 1980s, the multilateral organizations started to adopt these strategies (Long, 2001). Irrespective of what kind of support is provided, it should always be based on the preferences, abilities and motivation of the intended beneficiary.

The focus of NGOs is to build the capacity of the disadvantaged in society so as to be responsive to their own needs. The programs initiated are meant to give ability to individuals to gain control socially, politically, economically and psychologically. Baccaro (2001), in support of this statement, suggests that this can be achieved by having access to information, knowledge and skills; decision making; and individual self-efficacy, community participation; and perceived control. In the long term, the aim of NGOs is to promote sustainable community development through activities that promote capacity building and self-reliance. Viable projects that can be initiated to promote self-reliance in vulnerable communities such as microcredit facilities can improve access to loans and to saving services. Cheston and Khan (2002) have pointed out the importance of projects such as microfinance programs because they empower vulnerable communities, particularly women. In the field of development among many NGO organizations, microfinance is promoted as a key development strategy for promoting poverty eradication and economic empowerment (Cheston & Khan, 2002).

Adam (2013) argues that the institutional challenge for all development agencies is to flatten and soften hierarchy, to develop a culture of participatory management, to recruit a gender and disciplinary mix of staff committed to people, to adopt and promote procedures, norms and rewards which permit and encourage more participation at all levels. NGOs require a distinctive management style. The first school of thought insists that the critical issue is that NGOs are voluntary organizations and should draw on voluntary sector principles (McCleary,

2009). A second view is that NGO contexts are critical in determining the type of management they need, and that the principles of development management should therefore strongly influence NGO management (Lewis, 2006).

The arguments for a distinctive approach to NGO management, however, are not unanimously accepted. It is argued that the distinction between the management of non-profit and commercial organizations is largely irrelevant as management principles should apply to all organizations whatever their nature and function. The nature of the development task does shape NGO management, and to say NGOs should adopt a specific management style because it is important in development is over-simplistic (Dichter, De Graaf cited in Zakaria, 2011). International development has historically been based upon interventions crafted by external organizations, which often ignored the input of the local community. Arguably, the top-down nature of these approaches accounts for the failure by many developing communities to achieve sustainable development (Bleckley, 2008). More and more voices have been speaking out against these practices, calling instead for more inclusive development practices (Bleckley, 2008). Externally imposed projects are inherently imbalanced, as power is held by the development organization rather than by the community (Bleckley, 2008). Such one-sided power maintenance prevents the community from being able to make decisions and to act on its own behalf, thereby precluding sustainability, which depends upon community action. As a result, power must be balanced for parties involved in a community's development to participate in a dialogue (Adam, 2013).

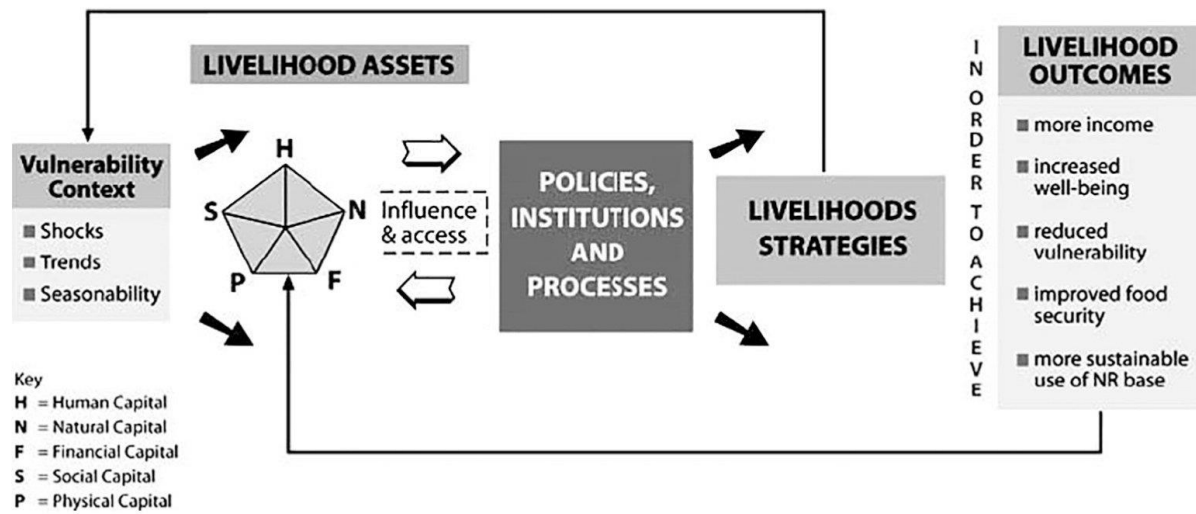
2.6 Theoretical framework

The study adopted the theoretical concept of sustainability within the context of the DFID's Sustainable Livelihood Approach. It was founded on the premise that development can refer either to deliberate attempts at progress through outside intervention, or to the people's own efforts to improve the quality of their lives (Thomas cited in Zakaria, 2011).

2.6.1 The Sustainable Livelihoods model in detail

The sustainable framework has been illustrated with a model that makes it easy to understand the different components and their interrelatedness.

Figure 1: Sustainable livelihood framework



Source: DFID (2000)

The DFID Framework was developed in order to organize and improve organizations' efforts to eliminate poverty. It consists of five major components that are related through sequential relationships and feedback. These include:

a) Vulnerability Context

This describes the external uncontrollable factors that influence people's assets and livelihood opportunities. Broadly, these factors are classified as shocks (e.g. environment and conflict-related); trends (e.g. resources, technology); and seasonality (e.g. price fluctuations and employment opportunities). This study was able to examine the possible factors that affected strategies adopted by AC. On the other hand, the beneficiaries were able to point out areas that AC should have considered as a priority in order to have them obtain a sustainable livelihood. In the context of this study, the movement from original homes to the slum environment

with different social structures was classified as a form of shock. The current study observed how AC recognized the diversity of socio cultural beliefs and implemented their programs while paying attention not to disrupt the social safety nets maintained among the beneficiaries.

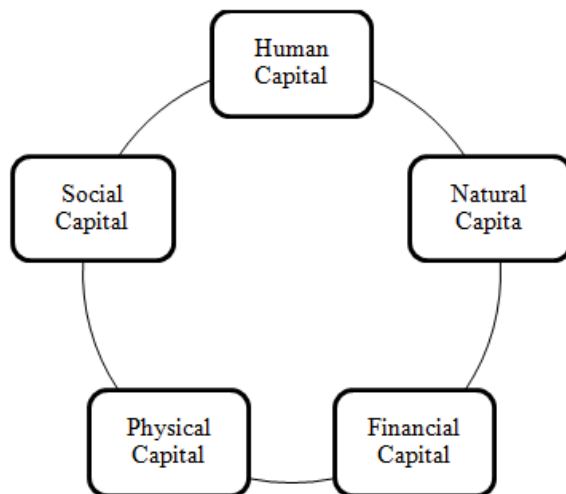
b) Livelihood assets

The assets are outlined in terms of five categories necessary for the pursuit of positive livelihood outcomes. These are human capital (amount and quality of knowledge and labor available in a household); natural capital (the quality and quantity of natural resources, ranging from fisheries to air quality); financial capital (savings and regular inflows of money);

physical capital; (i.e. the infrastructure, tools, and equipment used for increasing productivity); social capital (i.e. social resources, including networks for cooperation, mutual trust, and support).

As shown in Figures 2 which is drawn from the main framework (Figure 1), the human, natural, financial, social and physical capitals are interlinked and are considered as livelihood assets. Assets refer to owned, controlled, claimed or in some other means accessed by the household. It is by these assets that households are able to participate in production, the labor market and exchange with other households (Ellis, 2000).

Figure 2: Livelihood assets on DFID livelihood approach



(Source: DFID, 2001)

C) Transforming structures and processes

Transforming structures and processes within the livelihoods framework are the institutions, organizations, policies and legislations that shape livelihoods. They operate at all levels, from the household to the wider community. Access, control and use of assets are influenced by the institutional structures and processes such as laws, policies and societal norms. An understanding of structures and processes provides the link between the micro or local (individual, household and community) and the macro (regional, government, powerful private enterprise) (Ellis, 2000). For this study, this understanding helped explain either the positive and or the negative influence of AC. It also helped explain social processes that impacted on livelihood sustainability. The question for this was, “What roles did AC strategies play to assist the Kibagare beneficiaries to sustain their livelihoods?”

d) Livelihood strategies

Livelihood strategies are the activities that generate the means for household survival (Ellis, 2000). Livelihood strategies change as the external environment over which people have little control changes. Carney (2003) lists the categories of livelihood strategies as natural resource based, non-natural resource based, and migration while Ellis (2000), in his framework, categorizes livelihood strategies as natural resource based activities or non-natural resource based activities (including remittances and other transfers). The current study assessed the different livelihood strategies and discussed further, how they enhanced beneficiaries' livelihood activities that culminated into ownership of different assets.

e) Livelihood outcomes

The word 'outcomes' is used rather than 'objective' in the DIFID framework because 'outcomes' is considered a neutral term that reflects the aims of both DFID and its clients whereas the term 'objectives' could imply top down objectives (Carney, 2003). A focus on outcomes leads to a focus on achievements, indicators and progress. For this study, an understanding of livelihood outcomes provided a range of outcomes that improved the wellbeing and what strategy worked well in reducing vulnerability in its broadest sense (DFID, 2001).

2.7 Conceptual framework

The concept of sustainable livelihoods in this study refers specifically to the adopted AC strategies to sustain Kibagare beneficiaries' livelihoods. The independent variables are the AC strategies while the dependent variable is sustainable livelihoods by AC. The interpretation, therefore, is constructed such that Kibagare livelihood sustainability is dependent on AC adopted strategies.

The structural representation shows that AC's objectives were aimed to enhance livelihood sustainability, self-reliance among beneficiaries, economic empowerment, increased household income and increased quality of life. A conceptual framework is a model that presents and explains the relationship between various variables. The concept of sustainable livelihood strategies in this study refers specifically to AC's adopted strategies for sustainability of livelihoods of Kibagare beneficiaries. In this study, as conceptualized by the researcher, the independent variables are the strategy areas of AC such as HIV/AIDS programs, Reproductive Health, Economic Empowerment (micro finance), OVC Interventions, General Health and Nutrition, Food and Clothing Supply, and

Education/Capacity Building for the Youth. These independent variables influenced the dependent variables.

Factors influencing sustainability of the project included such areas as socio-economic influences, donor influence, government policies, institutional factors and management capacity of the NGO. Project sustainability resulted in community self-reliance, economic empowerment, increased household income and increased quality of life. Areas that needed to be emphasized in order to have sustainable livelihoods through AC's strategies included such areas as Microfinance empowerment, Community self-reliance, Capacity building, and Partnership approaches. The graphical representation of the research model is as shown in Figure 3 below.

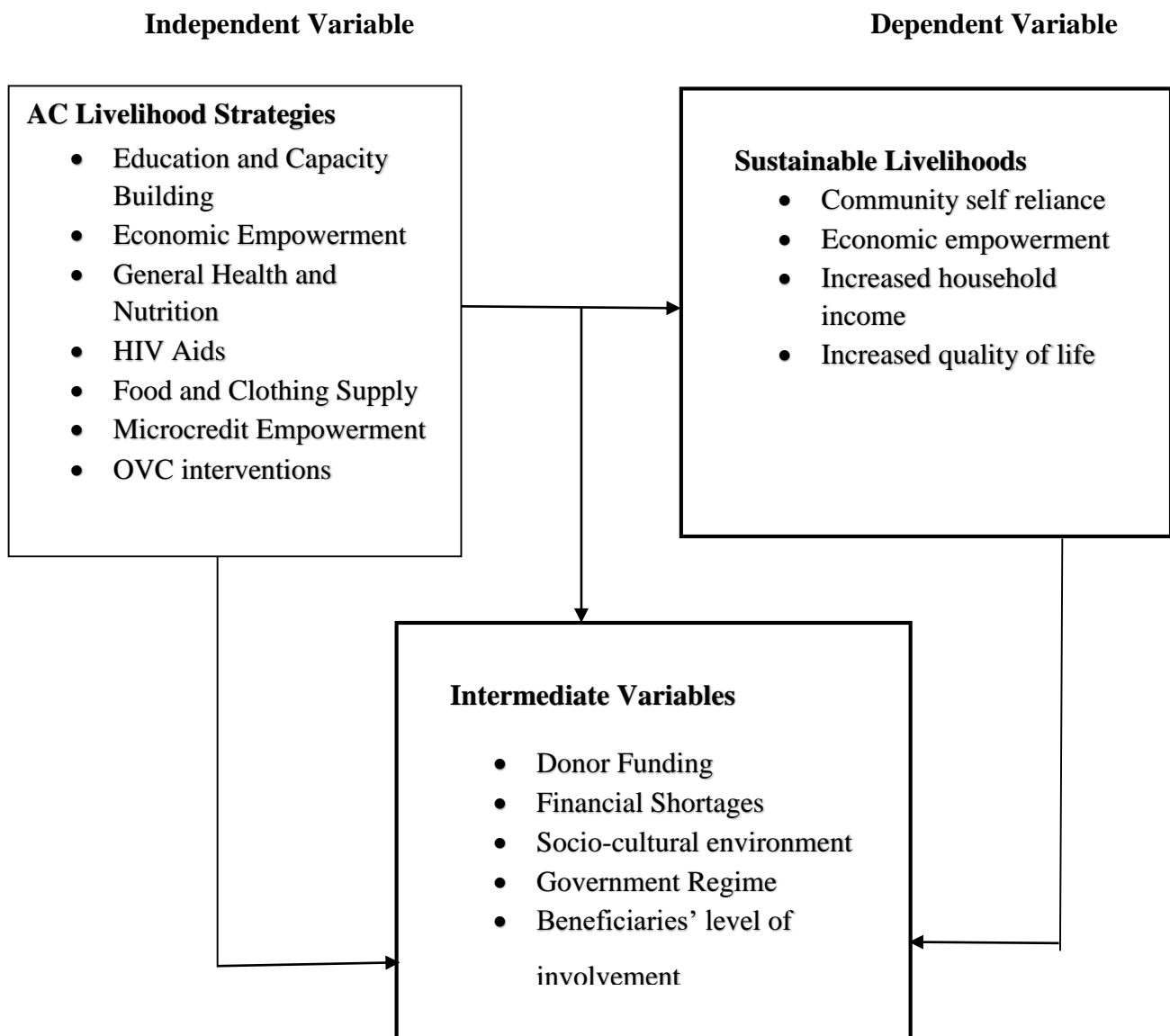


Figure 3: The conceptual framework

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research design, study area, unit of analysis, target population, sampling procedures and sample size, validity and reliability, and data analysis methods.

3.2. Research design

The study was qualitative in nature and made use of a phenomenological approach to gather relevant data. Phenomenological approach concerns itself with understanding and interpreting the meaning that participants give to their everyday lives (Phillips-Pula, Strunk & Pickler, 2011). The qualitative approach focused on qualities of beneficiaries' behavior (Creswell & Creswell, 2018). The aim of this method was not to generalize but to understand and interpret the meanings and intentions that underlie everyday actions. The data dealt with was primarily verbal, thus, meanings were derived from the respondents' perspective. Costley and Han (2013) further observe that qualitative approach to research is uniquely suited to uncovering the unexpected and to exploring new avenues.

3.3 Study area

The study was conducted at Kibagare slum in Westlands division, Nairobi County which is about 15 km west of the city centre of Nairobi and lies between Loresho Estate and Kitisuru estates (Figure 4). Its total population is 15000 with 1477 households (GOK, 2011). The predominant ethnic groups living in Kibagare comprises of communities drawn from the Luhya, Abagusii, Kamba, Kikuyu and Luo. The main sources of income for the people are small businesses and menial jobs in the neighboring splendid Loresho estate in the Lower Kabete area.

AC was initiated by the Nairobi Central Seventh Day Adventist Church in the year 2005. The broad areas that AC has intervened in since inception include Human Immuno Deficiency Syndrom/Acquired Immuno Deficiency Syndrom prevention and management programs – behavior change in terms of abstinence and being faithful, Human Immuno Deficiency Syndrom/Acquired Immuno Deficiency Syndrom counseling and testing programs, referrals, post-test club's formation, economic empowerment, OVC interventions, health and nutrition for the disadvantaged and vulnerable groups, poverty alleviation, youth capacity building that included life-skills training, and micro-finance

The selection of the study area for research was purposive because there was accessibility and support, and access to information and resources. AC was selected because of easy reach and influence on the subject matter. Swanepoel and Beer (2000) have noted that religious organizations are very close to the people and operate at grass root level to enhance development activities so as to bring about sustainable development at the community level. Consequently, the findings of this study could easily be replicated to other areas where sustainable livelihoods are an issue.

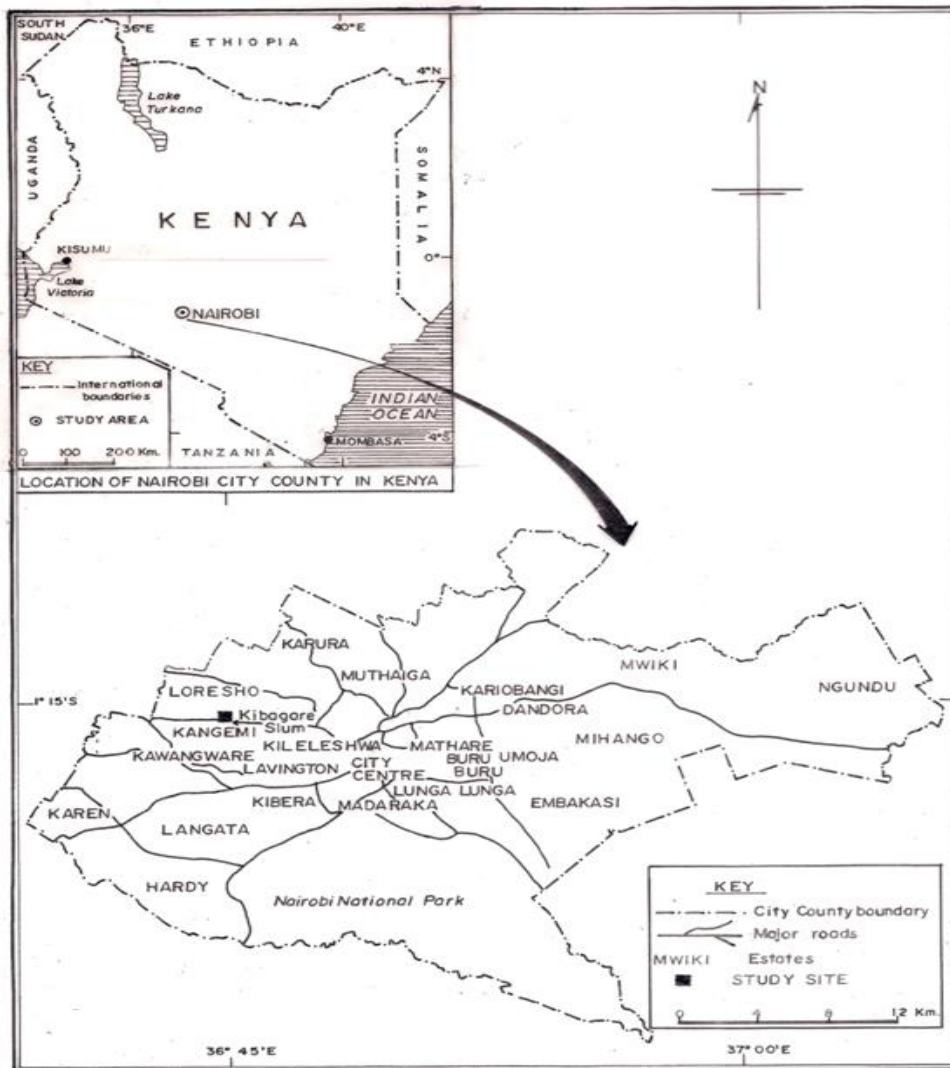


Figure 4: Map of Westlands Division, Nairobi County showing the study area

Source: Central Bureau of Statistics (2006).

3.4 Population, sampling procedures and sample size

3.4.1 Target study population

According to Anderson Mwelu (2013), Kibagare has a population of 1641 spread out in four villages namely Kisumu Ndogo, Umande, Peponi and Mashimoni. The sample population was divided into three; the Adventist staff in charge of programs, the beneficiaries and Kibagare elders. Since it was not easy to identify the beneficiaries from non-beneficiaries, the study was propelled to use referrals as advocated by snow ball sampling school of thought. Snowball method was necessary because it made it easier through referrals to identify the household beneficiaies (O’Leary) 2014,. Using the study objectives as guide, purposive sampling technique was used to identify key informants who included 1 (one) Kibagare area chief, four elders in charge of four kibagare villages, 1 (one) AC program coordinator and 4 (four) supervisors attached to each village. The beneficiaries were selected from four villages of Kibagare namely Kisumu Ndogo, Umande, Mashimoni and Peponi. They were purposively selected. O’Leary (2014), justifies purposive (non-random) sampling as a good sampling technique that ensures credible representation of population in situations of targeting specific population cluster.

Table 1: Sample Structure of the Study Population

No	Village	Population (Beneficiaries)	Target No. of Respondents	Actual No. of Respondents
1	Kisumu Ndogo	626	44	40
2	Umande	484	34	32
3	Peponi	309	21	19
4	Mashimoni	222	16	14
Total		1641	115	105

3.4.2 Sampling procedure

The four villages of Kibagare has a population of 1641. The study employed a probability and non- probability sampling technique to sample the study population. In terms, of the non-probability sampling, the purposive sampling technique was applied to select the key informants. Snowball sampling technique was used to select beneficiaries from each village. Snowball sampling is a non-probability method which entails the use of referrals to reach the target study population. A total of 115 respondents were initially targeted in terms of the

interview guide questions and for the purpose of providing data from the beneficiaries. Of the 115, data was successfully collected from 108 respondents, a response rate of 93.1%. However, the responses received from 3 respondents were nullified after verification process established that these persons were no longer beneficiaries of the AC programs. From the sample of beneficiaries, deductions were based on 105 responses. Furthermore, one (1) Program Coordinator and four (4) supervisors from AC who were responsible for project implementation were interviewed using a structured questionnaire. Four (4) village elders, a representative from each of the four villages were also interviewed as key informants. The response rate from the key informants was 100% since their feedback was successfully received for inclusion in the analysis process. Table 4.1 shows a summary of the study respondents.

3.4.3 Sample size

A sample size of 115 beneficiaries interviewed was arrived at using a formula provided by Miller and Brewer (2003) as shown below. This formula was used so as to arrive at numbers that corresponded with each village since the population was not homogenous. This supports Kothari (2004) who emphasizes that a sample must represent the target population or the universe in all aspects.

$$n = \frac{N}{1 + N(\alpha)^2}$$

Where ‘N’ is the sample frame, ‘n’ is the sample size and ‘ α ’ is the margin of error (9%).

$$\begin{aligned} n &= \frac{1641}{1 + 1641(0.09)^2} \\ &= 114.81 \\ &= 115 \end{aligned}$$

The sampling size was determined using a simple proportion formula to obtain the number of beneficiaries that were to be interviewed in each village as follows:

SF \propto SS; where ‘SF’ is the sample frame, ‘SS’ is the sample size and ‘ α ’ is a proportionality sign. The constant of proportionality then becomes the initial values of SS/SF.

The number of respondents selected from each village is therefore calculated as follows:

If 1641 \propto 115, then

$$\text{Kisumu Ndogo (626)} = \frac{115}{1641} \times 626 = 44$$

$$\text{Umande (484)} = \frac{115}{1641} \times 484 = 34$$

$$\text{Peponi (309)} = \frac{115}{1641} \times 309 = 21$$

$$\text{Mashimoni (222)} = \frac{115}{1641} \times 222 = 16$$

Total 115

Table 2 below shows the number of beneficiaries selected from each village.

Table 2: Sample size distribution

No	Village	Population (Beneficiaries)	Target No. of Respondents	Actual No. of Respondents
1	Kisumu Ndogo	626	44	44
2	Umande	484	34	34
3	Peponi	309	21	21
4	Mashimoni	222	16	16
Total		1641	105	115

In total, 115 beneficiaries were to be interviewed. Data was derived from 105 respondents.

3.5 Unit of Analysis

The beneficiaries of either gender made up the unit of analysis.

3.6 Methods of data collection

Below is a summary of data collection tools used for the study.

3.6.1 Interview guide

The interview guide was used to collect primary data from the beneficiaries of AC in the four (4) villages. The interview guide was structured into three sections that addressed the three thematic areas of study. It contained both open ended and close ended questions. Kumar (2005) states that the advantage of an interview guide is that it provides uniform information which assures the comparability of data. The interview guide not only helped the study to gain detailed information but it also steered the study within the applicable areas and where follow

up was required. As Gubrium (2006) argues, an interview guide reveals the topic of research and presents a chronological order of themes, as carried out in the interview.

Items in the guide were structured in the English language. Where necessary, they were translated to Kiswahili and the responses recorded by the researcher. The interviews were conducted within 60 days, between April and May 2016. The study also used the Likert Scale (considered on 1-5 points scale) to measure the respondents' opinions on AC's strategies. In instances where the target respondents were not available in their houses, the interviews were conducted at their places of operation which were within Kibagare.

Each village elder was able to assist in face-to-face interviews to obtain primary data from the beneficiaries through the interview guide items. The research assistant undertook interview guide administration together with the researcher. Each interview session took approximately 1-2 hours to complete.

3.6.2 Questionnaires

A structured questionnaire comprising open and closed ended items was used to collect data from key informants comprising of five AC staff members, four Kibagare village elders, and the Area Chief. While open-ended questions encouraged respondents to provide detailed answers to the questions, the closed ended questions gave further details from other sources for further clarification. The questionnaire was divided into sections four sections. Section A dealt with the respondent's background information, section B, C, and D addressed questions on objective 1, 2 and 3 respectively. Further, the key informants were largely literate and unlikely to have difficulties responding to the questionnaire items. There were three categories of the questionnaire: for the AC Program Coordinator, for the AC supervisors and for the Kibagare village elders. The questionnaires were hand delivered and respondents completed them on their own. However, the researcher was on standby to help respondents who preferred the interviewer to administer the questionnaire.

The questionnaires were in English and to increase the response rate, a letter of introduction explaining the purpose of the data and giving assurance of confidentiality accompanied the questionnaire.

3.6.3 Observation

Observation was used only on the beneficiaries. It was done after the interviews. Among things that were observed included the beneficiaries' living conditions. At this point, it was

possible to observe socio-economic status of the beneficiaries under study by looking at the nature and state of activities they were involved in, the manner of involvement and interaction among themselves. This approach assisted in collecting data in a “natural” or “situational” or at least in a contextual setting (Mason, 2002) to augment the data from the interviews. The challenge was to make regular notes on observations and experiences in the research field and to convert it into field notes as soon as possible in order to reduce errors. Observation was followed up with informal one-on-one interviews.

In situations where respondents were unwilling to discuss some topics or activities of their livelihoods, observation helped in revealing untold stories and the strategies used for survival (Creswell, 2009). For example, Margaret (a beneficiary) who owned a roadside restaurant had many customers who ate her food on credit; they promised to pay her later. She later explained that she couldn't deny them credit because they were her daily customers and that they paid after some time. In addition, it was observed that some customers criticized her food and even insisted on paying less than the actual price. Observing and sitting next to Margaret revealed that she risked her life by cooking by the roadside. An accident caused by the fire or a stray car would certainly affect her. Observations helped this research to read the body language of the respondents and their emotions.

3.6.4 Secondary data sources

Secondary data was obtained from the AC staff. The Program Coordinator assisted in availing secondary data in the Head Office. Secondary data was retrieved from minutes, policy documents and various correspondences by donor agencies. Other materials from which data was collected included AC's Program operating manual/procedures, Project selection criteria, Grant approval procedures, Grant memorandum of agreements, Slum Program Strategy (2006-2009) and Projects documents (concept notes, project proposals and reports (progress, financial, and terminal). Reviewing these selected documents and materials backed up the research findings.

3.7 Validity

Validity refers to whether the data collection instruments measures what it is supposed to measure. Validity of the interview guide for this study was maximized by ensuring that the interview guide questions were thoroughly discussed with the lecturers in the department of sociology and more specifically by my supervisors. This was done to ensure that the questionnaires and interview guides adequately covered objectives of the topic under study.

The relevance of each question in terms of the objectives was used carefully. Suggestions given were taken into account and the necessary adjustments in the instrument made.

3.7.1 Piloting

A pilot study is a prerequisite mini-study that a researcher conducts in order to familiarise themselves with, and make informed adaptations to the design of the study under investigation (De Vos, 2002:205). According to Cooper and Schindler (2008) the respondents in a pilot test do not have to be statistically selected when testing the validity and reliability of the instruments. The purpose of the pilot test was to define the questions that respondents would have no difficulties in answering the questions as well as recording the data. In addition, it enabled the researcher to obtain some assessment of the question, validity and reliability of data collected. This provided the researcher with an opportunity to test the appropriateness of the questions in order to detect ambiguities and controversies. A pilot study of 10% of the respondents from the field offices were consulted and studied to strengthen the reliability of the data gathered from the respondent (De Vos, 2002:205). The questionnaires, interview guide items, information material (documents and databases) from AC were studied. As a result of the interviews and from the analysis of the findings, several changes were made to the main questionnaire and the interview guide. New questions were developed to replace those where the results from the pre-test were not consistent with the theory that explain the study.

3.8 Reliability

A research instrument is reliable if it produces consistent results or data after repeated trials (Orodho, 2007). Cronbach's Alpha coefficient (α) statistical procedure was used to assess reliability of the quantitative measures as suggested by Roberts, Priest and Traynor (2006). . Using the Cronbach's α scale, the questionnaires construct consistency (reliability) and level of random error was measured. The three questionnaire constructs for this study considered and measured for reliability were: - strategies adopted by the Adventist Centre in enhancing livelihood sustainability among beneficiaries in Kibagare slum; factors that affect the sustainability of livelihood strategies adopted by Adventist Centre in Kibagare slum; and effectiveness of the Adventist Centre's strategies for livelihood sustainability among beneficiaries in Kibagare slum. A score above 0.7 would be acceptable as recommended by Roberts, Priest & Traynor (2006) who state that reliability of 0.7 and above denotes the research instrument's reliability.

3.9 Data analysis

Data analysis is the process of systematically searching and arranging the raw data with the aim of increasing one's own understanding of the data. As such, data was extracted manually. Analysis of quantitative data from AC was conducted by employing simple statistical tools such as averages and percentages, while all qualitative data was manually extracted by key common issues, coded and analyzed by categorization, classification and summarization techniques. Microsoft Excel packages proved valuable in statistical analysis. The computer, electronic calculator, and manual methods were used.

Primary and secondary data were analyzed mostly in a descriptive way while the quantitative data were presented in tables, figures, and percentages. To achieve results, the interview guide for the beneficiaries was checked during and after each interview session to ensure that all the questions were answered. The self-administered questionnaires from AC staff were also checked through to ensure that the data defined in the research instrument were actually collected and answers to all questions were properly recorded. Emerging themes from the voices and experiences of beneficiaries was also checked to ensure that they spoke to and responded to the key objective of the thesis and the secondary objectives. All the data from AC staff and beneficiaries was analyzed comparatively. The analysis then produced descriptive statistics of frequencies, counts and percentages.

3.10 Ethical consideration

This study observed ethical considerations such as informed consent to talk and interview respondents. Study participants were only interviewed after fully and verbally consenting for interview and the purpose of the study was fully articulated emphasizing the issue of no accrued benefits from participating in the study. The study also emphasized on the issue of confidentiality by explaining that data collected would be used solely for purposes of the study and policy and program evaluation. The study ensured neutrality by avoiding a judgmental approach during the interviews. Thus, the study ensured it respected the opinions of the respondents without deliberately seeking to influence them. Letters of authorization from Egerton University Graduate School and the National Commission of Science, Technology and Innovation (NACOSTI) were processed and respondents assured that the data was exclusively for academic purposes.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter presents the main research findings, their analysis and subsequent discussions from the study area during the research period. Data was collected through various research instruments which included questionnaires targeting all the AC beneficiaries in Kibagare slum through the interview guide and observation. A questionnaire for key informants, and document analysis were also used. Quantitative data was analyzed using descriptive statistics and was presented in the form of tables, percentages, graphs and charts. Qualitative data was analyzed through the use of content analysis. Results of the data analysis provided the information that has formed the basis for discussion, conclusion, and interpretation of the findings and recommendations of the study.

4.2 Response rate

Data was to be collected from one hundred and fifteen respondents. Due to some incorrect filling of the interview guide, 10 responses were discarded. Therefore, data analyzed was based on 105 respondents. The response rate from AC staff was 100% as shown on table 6.

Table 3: Response rate

Respondents	Target number	Responses	Response rate (%)
Beneficiaries	115	105	100
Area Chief	1	1	100
Village Elders	4	4	100
Program Coordinator	1	1	100
AC Supervisors	4	4	100

The results on Table 3 above show that one hundred and five (105) questionnaires, were properly filled and returned. This was 93.1% of all the questionnaires. A return rate of 93.1% was considered very satisfactory and acceptable for this study.

4.3 Age Distribution

In terms of personal characteristics, only beneficiary respondents were requested to provide information relating to gender, education levels, occupation as well as their occupations. AC staffs were interviewed as key informants and their gender characteristics were deemed unnecessary.

4.3.1 Gender

In terms of the beneficiaries, and as is illustrated in Figure 5, 55.2% of the sample were female and 47.8% were male.

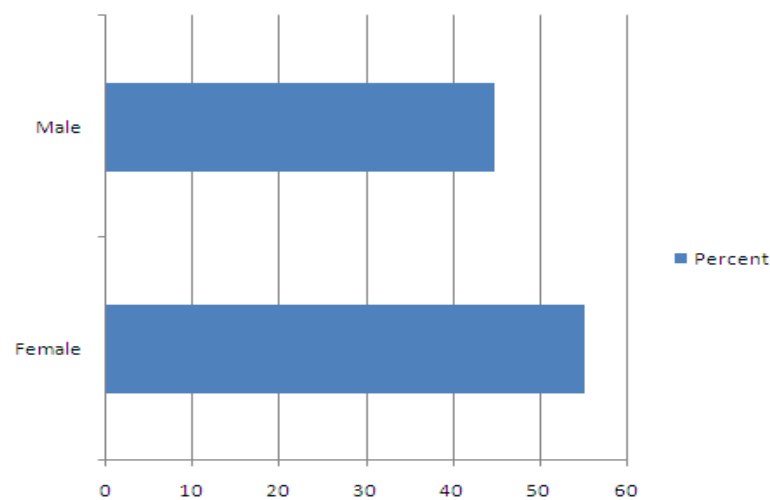


Figure 5: Gender Distribution of Respondents

4.3.2 Age Distribution

Age of beneficiaries was analyzed since it is an important variable that influenced their type and/or choice of livelihood. In this study, it was found that age had an influence on the type of economic activity the respondents were involved in. The age group of 31 to 35 represented the largest proportion at 30.5% with a mean of 32.9, while those who were 46 years old and above were the least at 6.7% (Table 4). The largest group in this category was found to take up economic activities that were considered as demanding more physical energy than the older age groups. Therefore, this research study concluded that age influenced the choice of livelihoods.

Table 4: Age Distribution of Respondents

Age group of respondents	Frequency	Percent
18-25	15	14.3
26-30	24	22.9
31-35	32	30.5
36-40	16	15.2
41-45	11	10.5
46 and above	7	6.7
Total	105	100

Other age groups included 18-25 which was represented by 14.3% of the respondents. The age group of 26-30 followed the highest group at 22.9%. Those aged 36-40 and 41-45 were at 15.2% and 10.5% respectively. The figures reveal that the higher up in age, the fewer the number of people. This implied that the majority of the beneficiaries residing at Kibagare are youthful.

4.3.3 Education of respondents

Table 5 shows smallest percentage of respondents did not have any formal education at 14.3%. This group also included respondents who had attended primary school but failed to complete the requisite 8 years for attainment of the Kenya Certificate of Primary Education. The rest of the respondents had at least achieved primary education. The majority, at 45%, had gone through the 8-4-4 system of primary education. This meant that most of the respondents would have reasonable grasp and understanding on how the AC livelihood projects would have influenced their livelihood.

Table 5: Level of education of respondents

Highest Level of Education	Frequency	Percent
None	20	14.2
Primary	50	42.8
Secondary	26	24.7
Tertiary	19	18.0
	115	100

4.3.4 Marital status

Of the respondents interviewed, 58 (55.2%) were married at the time of study, 19 (18.1%) were single while 28 had once been married but were now unmarried due to circumstance caused by differences or death. Of the latter, 13 (12.4%) were divorced or separated from their spouse and 15 (14.3%) had lost their marriage partners through death. The distribution implied that majority of the respondents had responsibilities within their family setup. Figure 6 captures this information.

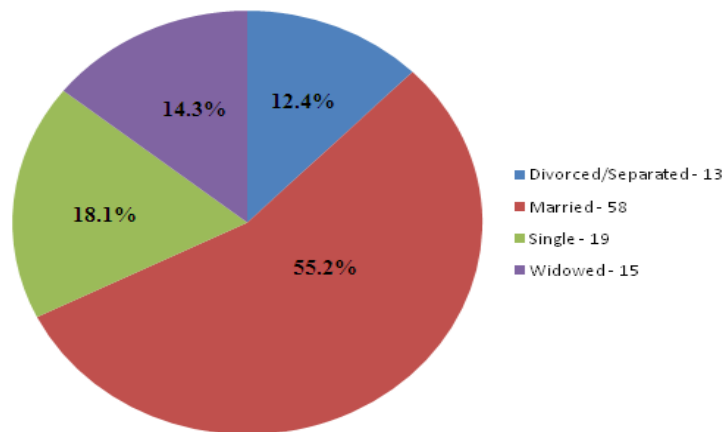


Figure 6: Marital status of the respondents

4.3.5 Occupation

The type of occupation for the sample group depended on their age, health status and level of education, all of which influenced their physical and intellectual abilities. External factors like prevailing opportunities and conduciveness of the environment also contributed to their 'choice' of occupation. Figure 7 illustrates the distribution across different ages.

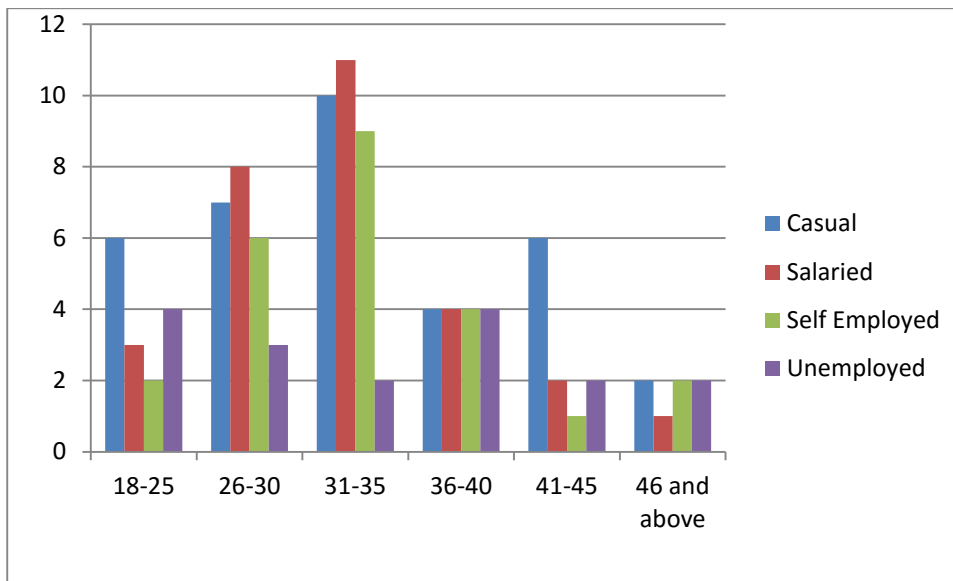


Figure 7: Representation of distribution of occupations across age groups

In the 18-25 age group the majority, 6 out of 15 (40%), were casual workers while in the 26-30 age group, the highest 8 out of 24 (33.3%) were salaried employees. They were followed closely by those working as casual employees or workers at 29.2%. Within the 31-35 age-group, the salaried also led at 34.4% followed by those earning through casual work at 31.25%. The 36-40 age group had an all even distribution of 25% at all four levels (i.e. casual, salaried, self-employed and unemployed categories). The older groups of 41-45 and, 46 and above, each had majority stating that they were casual workers at 54.5% and 28.6% respectively. However, for the oldest age group, just like the 36-40 group, the 28.6% was shared between the self-employed and unemployed categories (Figure 7).

Respondents for this study were predominantly casual workers. A total of 35 at 33.3% of the respondents said that they worked as casual laborers at various places in the city. 27.6% depended on salaried employment as their main source of livelihood. Table 6 shows the occupation of the respondents in the different age groups.

Table 6: Occupation of the respondents in the different age groups

Occupation	18-25	26-30	31-35	36-40	41-45	46 and above	Total	Percent
Casual	6	7	10	4	6	2	25	33.3
Salaried	3	8	11	4	2	1	29	27.6
Self								
Employed	2	6	9	4	1	2	24	22.9
Unemployed	4	3	2	4	2	2	27	16.2
TOTAL	15	24	32	16	11	7	105	100

Of these respondents, many said that they worked in the neighboring Loresho, where high income earners in Nairobi resided. 22.9% percent were self-employed and had set up businesses within and around Kibagare. The lowest percentage, at 16.2%, was unemployed. Thus, the majority of the respondents, regardless of their age group depended on casual work (Table 4). This implies that most of the respondents were engaged in a specific livelihood activity.

4.4 Adventist Centre’s strategies for enhancing livelihood sustainability among beneficiaries in Kibagare slum

The first objective of the study was to explore strategies adopted by AC to sustain livelihoods in Kibagare slum. Figure 8 shows the percentage representation of strategies.

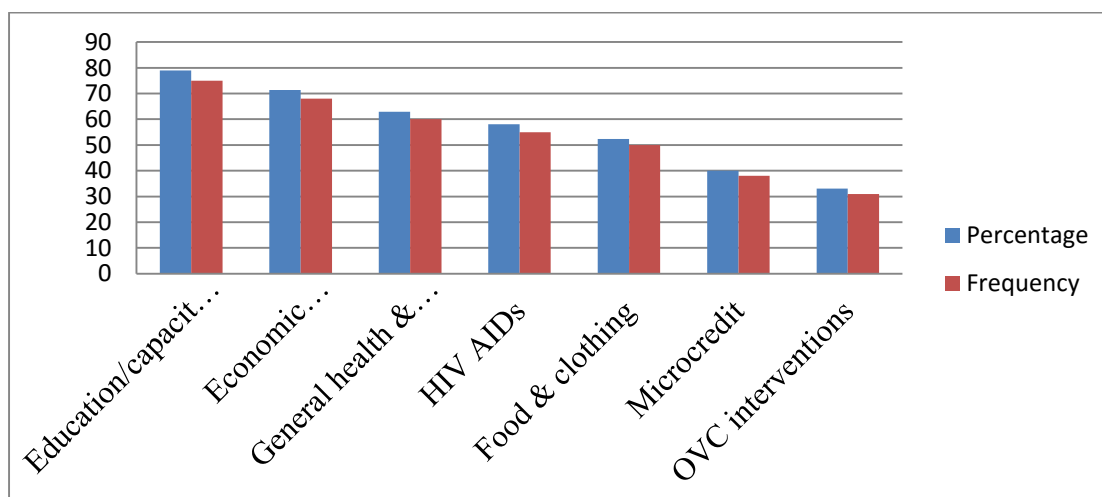


Figure 8: Percentage distribution of interventions

4.4.1 Education/capacity building

Education and capacity building was the highest ranked at 79% with the majority of the respondents falling within 18-35 age groups. AC provided school uniforms, stationery and vocational training. School fees exemption in schools where beneficiaries' children attended were negotiated by AC staff (AC, 2015). Capacity building was limited to youths. It involved developing skills, training sessions and workshops focusing on economic empowerment, general health nutrition, and HIV/AIDs prevention and management programs (AC, 2015). The main strategies used for training included use of training of trainers (TOTs) who cascaded the training to the lower levels. According to the training records of AC report (2014 - 2015), within a period of 3 years, 347 children from beneficiaries' households (214 females and 133 male) were trained in leadership and development.

4.4.2 Economic empowerment

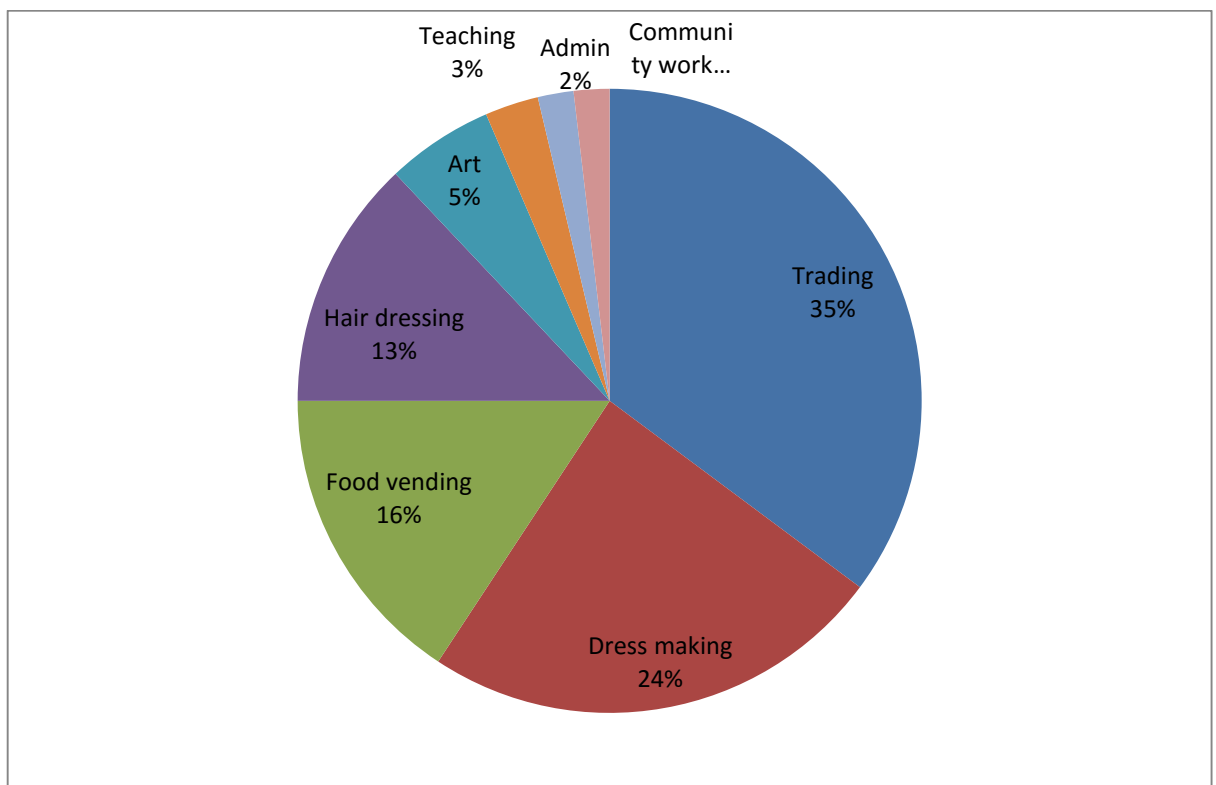


Figure 9: Percentage distribution of income generating activities

The second strategy was economic empowerment. It was ranked second at 71.4%. In this strategy, beneficiaries were engaged in income generating activities which was a creation of AC. Ellis' (2000) states that income earning activities are a means of translating assets into livelihood strategies within informal settlements. He further adds that households create or get involved in various activities and assets in order to survive and improve their standard of

living. 35% (3) beneficiaries engaged in trading. A few who were interviewed said “*Trading was popular because there was easy access to goods from the wholesale Wakulima Market situated in the Central Business District of Nairobi City*”.

Dress making was the second largest activity at 24% (26) beneficiaries. This business was tailored to meet the needs of residents in Kibagare community as well as other customers from the nearby suburbs who frequented the open market in the slum. Those engaged in this business had standing orders for their items both in the adjacent schools and even from rural areas. Apart from dress making, other items such as readymade sweaters, shorts, innerwear and hoods had a readily available market as well.

The third largest activity was food vending at 16% (17) beneficiaries. Food was sold from chop bars (kiosks) at the market offering a range of foods from the traditional “githeri” (a mixture of boiled maize and beans), boiled maize, rice and sauce dishes popular among the customers. Food vending catered for the needs of a few customers who did not only find it convenient but sometimes also more economical than home-prepared meals. I observed that, foods sold in the small market within the slum were also purchased by residents who lived in nearby communities. Those in this in this activity, were relatively young, between the ages of 25-29. This may mean that this activity was fit for the young and energetic. This may be explained by the fact that preparing and serving food on a large scale may be labor intensive and require more energy as AC respondents put it: “As you can see (reference to researcher), this is the only work I do. I wake up as early as 3 a.m. to start lighting fire before I put “githeri” on fire. Since I do not have money to hire someone to assist me, I do it all by myself, I get so tired at the end of the day.”

Hairdressing was the fourth largest ranked activity at 14 (13%) beneficiaries. Though it favored a few who had skill and talent, it required training which involved cash. This limited the number of people who could easily have engaged in this business. However, it thrived since the customers were not only Kibagare residents but others from outside through referrals from within the city of Nairobi.

Art work was among the least common activity at 6 (5%) beneficiaries. It is because required talent and skill. The selection criterion for this kind of beneficiaries by AC was a bit involving hence the reason for supporting the few. AC sometimes helped beneficiaries secure jobs where drawings were required. To a large extent, their art exhibits enabled them to obtain jobs. Teaching and community work were the least common, each with two beneficiaries at

2%. These activities like hair dressing and art work required skill. The teachers benefited from AC since they were employed at the school within the slum. The community workers were recruited from the beneficiaries' households to assist in day to day activities of AC office in the slum

4.4.3 General health and nutrition

The third strategy was General Health and Nutrition. It was ranked at 62.9 percent. Figure 10 shows the services offered in this strategy.

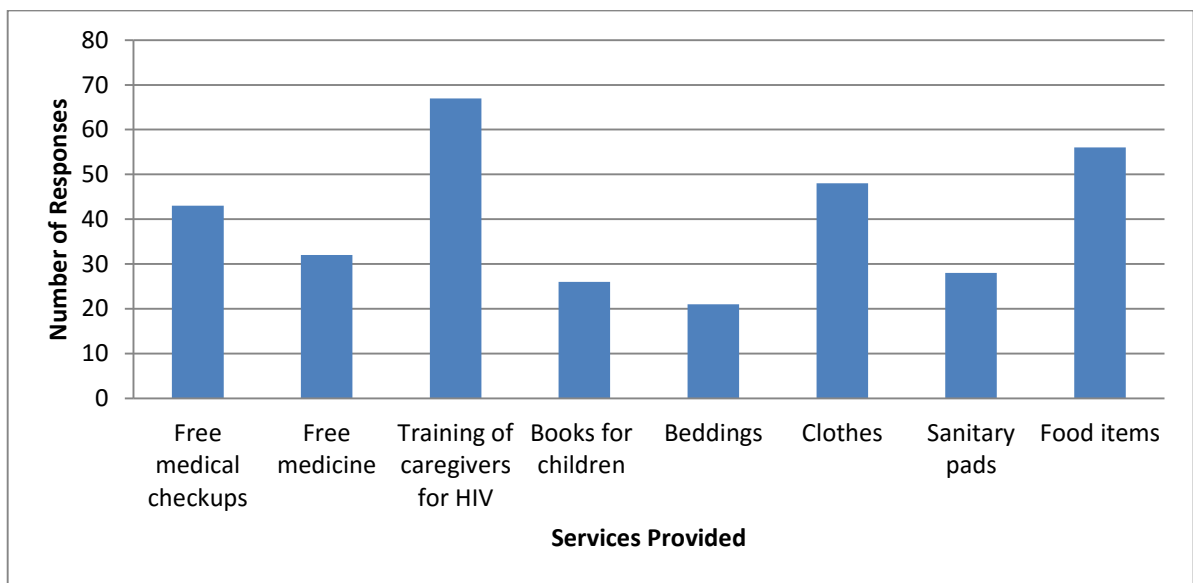


Figure 10: General Health Services

Beneficiaries who received services under General Health were identified and selected under AC's set criteria documented as a policy (AC, operation manual 2006).

In this program, training of caregivers for HIV/AIDS was the highest with 67 beneficiaries. There were many cases of infected persons who needed restoration before being considered for microcredit finance, a program that worked hand in hand with general health services (AC, Program Coordinator).

Distribution of food items to beneficiaries was another activity ranked second with 56 beneficiaries. Every month, church members gave donations of different types of food to AC who in turn distributed to beneficiaries. This was done every quarter or sometimes fortnightly if the stocks were sufficient.

Under clothes distribution were 48 beneficiaries. The clothes were donated by church members locally or sometimes from mother church in United States of America (USA) General Conference.

Free medical checkup was fourth with 43 beneficiaries. Beneficiaries under this group were considered a more vulnerable group according to AC's selection criteria.

Free medicine group was among the least of the activities with 32 beneficiaries. Like in free medical check-ups, this group was also considered vulnerable accord to AC's selection criteria.

Provision of sanitary pads was another activity ranked sixth with 28 beneficiaries. This was an occasional event which gave attention to young girls of between twelve to adults of about 45-50 years.

Distribution of books for children and beddings had 26 and 21 beneficiaries respectively. Books received by AC were merely donations from well-wishers especially the church members. Distribution was done every school term. Beddings were distributed to those considered by AC as very old and very poor. This was a very occasional event which took place during extremely cold seasons.

4.4.4 Microcredit

Microcredit was ranked fourth at (40%). Beneficiaries were given loans payable within stipulated times depending on amounts received. Table7 shows the amounts given and the grace periods given before pay pack.

Table 7: Grace period of loans from AC to beneficiaries

Loan amount (Kshs)	Grace Period	Pay back duration
5,000-15,000	3 Months	Within 12 months by equal installments after grace period is over
15,001-25,000	3 Months	Within 15 months by equal installments after grace period is over
25,001-30,000	3 Months	Within 18 months by equal installments after grace period is over
30,001-40,000	3 Months	Within 21 months by equal installments after grace period is over
40,001-50,000	3 Months	Within 24 months by equal installments after grace period is over

In order to qualify for the microcredit loan, some kind of security was required i.e. land title or some shares in a cooperative society (AC operation manual, 2006). After the loans were granted, AC trained caregivers to administer the loans (AC 2011/2015, Audit and stamped Annual Accounts Reports). On a ‘Yes’ or ‘No’ basis where respondents were asked to state whether microcredit was helpful, 67% (70) respondents were in affirmative while 33% (35) refuted as shown in Figure10

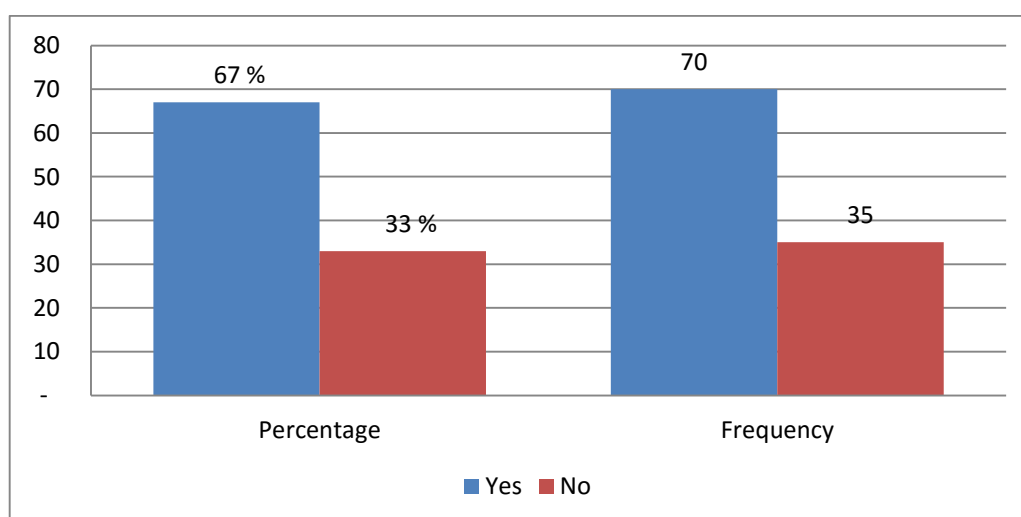


Figure 11: Beneficiaries’ response to microcredit as a strategy

This strategy was to help beneficiaries plan for future and avoid shocks, threats and vulnerability (AC, Program Coordinator). Two types of loans were issued to beneficiaries: Instant and Project Loans. Instant loans were issued to a group member with the guarantee of two other group members, from the small group (SG) fund. This loan was released for income generating activities accepted by SG. The project loans were sub-divided into two parts: school fees and small business loans. Both loans were to be repaid within a time period as agreed by the group members and acceptable within the timeframes of AC. Amounts to be released as instant loans ranged between Kshs 500 to Kshs. 5000. According to reports from AC, some beneficiaries felt that this strategy was discriminative, unaffordable and inaccessible

4.4.5 HIV/AIDS prevention and management program by AC

HIV/AIDS was fourth livelihood sustainability strategy at 58.1%. Beneficiaries of this program were aided through combined efforts of the Nairobi Central SDA church members and AC staff. Catholic Relief Services (CRS) was the main donor towards this program. However, often times, AC had to wait for funds from CRS indefinitely for funding different portfolios of this program. Global Forum for Health Research (2007) states that HIV and AIDS beneficiaries suffer loss because programs are developed outside the context of the people who are the intended beneficiaries. Rehle and Hassig (2006) states that less than 10% of the global spending on health research is allocated to diseases or conditions that accounts for 90% of the global disease burden mainly in developing countries thus allocating only 10% to HIV AIDS programs. This would mean that AC was among the organizations affected. However, this was one area that AC was very keen on since it touched on its core objective (AC Operation manual, 2006). There were various approaches to address the HIV AIDS victims but the monitoring and evaluation mechanism was so weak that at times beneficiaries lacked services.

4.4.6 Food and clothing supply

Food and clothing supply was the second last strategy with 52.4% frequency. The aim of the food support program was to provide a food safety net for the poorest beneficiaries with income below Kshs. 6,000 per month (AC operation manual, 2015). Welteji, Mohammed and Hussein (2017) emphasize that any safety net program must be designed to include mechanisms for determining when the need no longer exists, whether at the national level or

at the level of the beneficiary household, when food availability returns to normal after a famine or when a household becomes economically secure.

4.4.7 Orphans and Vulnerable Children (OVC) interventions

Orphans and vulnerable children was ranked least common strategy at 33%. OVC caregivers were given grants and they formed groups in the community (consisting of OVC households) where members borrowed money among themselves to use in their small businesses and later shared the money while accruing profits. This strategy enabled caregivers to trade in income generating activities such as household consumer foods or set up small businesses in shops within the slum. It was reported by AC that through the grants beneficiaries could afford to take their children to school, and get enough food and clothing. Grants were not only able to meet beneficiaries' basic needs like school related expenses and clothing but the beneficiaries could even put up small but comfortable iron sheet houses. Some beneficiaries were reported to have saved even up to 50,000 Kenya shillings through savings. Giving grants to OVC's was to create a supportive environment for children and families affected by HIV/AIDS (Wallace-Karenga, 2010).

4.5 Factors affecting sustainability of livelihood strategies adopted by AC in Kibagare slum

The second study objective was to examine factors affecting livelihood strategies by AC in Kibagare. The factors were analysed based on pillars associated with sustainable development. Figure 11 below details the percentage representation of factors affecting sustainability in the study area.

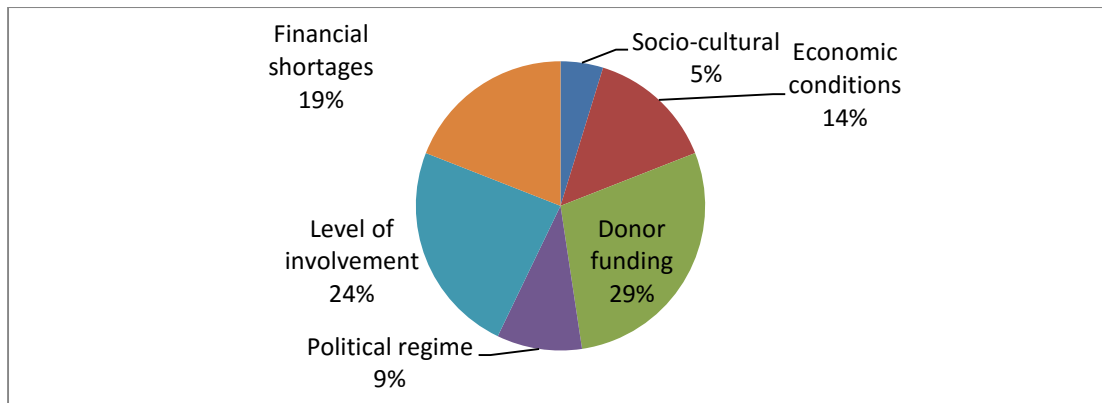


Figure 12: Factors affecting sustainability of AC strategies

4.5.1 Donor funding

Of the total six factors, the most notable reported effect on sustainability of livelihood strategies in Kibagare was from donor funding at 29%. Analysis done on financial data obtained from AC records revealed that AC’s projects were 96% financed using donations (AC Annual Report and Financial Statements, 2015). With most of the funding provided by the donors, it was unlikely that AC could have entirely decided on its own set of projects to be implemented other than those who’s funding was available from the donors. This implies that funds were available for the identified projects but there was no strict commitment to sustain any one strategy for a specified period of time by the donors. This was also found to be the case by Lekorwe and Mpabanga (2007).

Svensson, (2003) noted that budgets were committed to interventions based on what was pledged by donor countries rather than on the performance and impact of the agencies and the projects being undertaken. The amount of funding as shown in Table 6 reveals that donor funding was very central to AC. These donor funds were noted to carry restrictions which inhibited the autonomy of AC to choose which program activities to undertake and to select the most effective intervention strategies to achieve sustainable program goals (AC annual returns, 2016-2017). This would mean that even if AC had strategies they wished to pursue in line with their objectives, these were compromised. This concurs with Svensson’s (2003) assertion that an economically dependent NGO does not subscribe to the interests of international donor agencies. Lekorwe and Mpabanga (2007) also confirm that most NGOs largely depend on funds from donor sources thus their programs do not conform to the needs of beneficiaries as they mainly subscribe to the interests of the donors.

When the Program Coordinator was asked why AC was not raising its own funds, he said, “NGOs are not supposed to make profits and so we have kept away from engaging in business.” It can be argued therefore in this research that; AC had weakly made attempts to fund its sustainable strategies hence could not meaningfully support sustainable livelihoods. Funding support was so crucial to the extent that if any donor pulled out, it meant AC had to stop the particular strategy supported by that fund. At the time of this research, two organizations; A Better World Canada and Elizabeth Glaiser Paediatric AIDS Foundation had officially indicated they did not have funds of their own to continue implementing their projects. The findings presented here are also predicted by Fowler (2000) who argued that, “unless the capacity of Southern NGOs is substantially increased, through institutional development, they will collapse under the weight of the projected growth of NGO funds available to them”. The common impact of financial dependence on donor funding is that, once donors pull their financial support, NGOs collapse (Lekorwe & Mpabanga, 2007).

4.5.2 Financial shortages

Financial shortages were due to lack of loans from AC. This meant that beneficiaries were not able to engage in income generating activities. According to AC, 35% (37 beneficiaries) received loans and grants while 65% (68 beneficiaries) did not receive as is illustrated in figure 13.

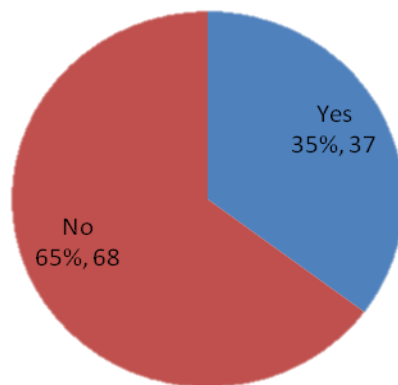


Figure 13: Number of beneficiaries who received loans from AC

It was the intention of AC to support its beneficiaries through loans under the Micro credit strategy. However, once they received the funds, they had no control over allocations. The donor agency allocated the funds based on certain areas of their priority. This meant that AC

could not implement strategies that were in line with their objectives but to adhere to donor conditions. Figure 14 shows the areas of loan distribution among the beneficiaries' needs.

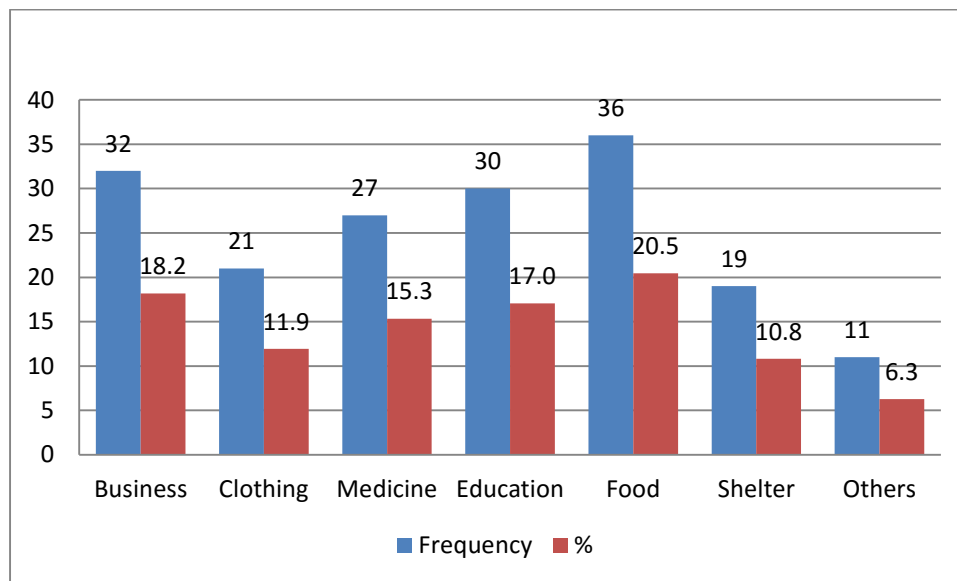


Figure 14: Areas of loan distribution

Of the loans given 18% was utilized in business, 11% clothing, 15% medicine, 17% education, 20% food, 10% shelter and 6% on others. Accordingly, their expenditure was very low on others. This would mean that spending on others such as travelling, donations, merry go rounds, welfare associations were considered not very pressing. Business was the only area where money was invested possibly with expected returns. All other areas had no financial returns yet spending was almost inevitable because these were basic needs. Beneficiaries said: *“it was a daunting uphill struggle to effectively run modest trades or to remain employed in a community where the purchasing power of the population was woefully low”*. This meant that there were no returns to diversify into other areas that could have generated an income. Besides, there was no support from household family as almost all members were dependent on one or two chosen beneficiaries' income. This finding is consistent with the arguments of Khan (2003) and Hossain (2005), which underline the fact that the urban poor increase their income by putting more family members into the workforce. However, those that lucrative in their businesses through the loans reported said that increased knowledge and self-confidence in doing business, and increased experience in dealing with people were among the benefits reportedly derived from the microcredit strategy.

When Adventist Center respondents were asked to explain the positive changes and improvements the projects had brought about in Kibagare community as a result of the loans they gave, overall, agreed that the strategies had contributed to the development of their

beneficiaries through employment creation. They said that people who were just sitting at home, now had money through which they were able to run small enterprises and even got some food at home. They were able to pay school fees for their children and buy food for families. Prior to gaining access to microcredit, women borrowed rice, flour, and other household items from the adjacent shops. They did not have any savings but after participation in the microfinance program they were able to save either in group savings schemes or in their homes. After receiving microcredit, they were able to augment household income through their businesses.

Though, the respondents reported positive experiences on the contribution of microcredit loans, the loans were not very effective, citing struggling projects and some that had actually closed down. The reason being that though there were specified timeframes for loan repayments, beneficiaries were not able to meet the deadlines with the worst case scenarios of non-recovery at all.

4.5.3 Socio-cultural environment

Figure 15 illustrates the response rate on the effect of socio-cultural and or religious beliefs on livelihood strategies. This was rated on a five-point Likert scale where: 5 Strongly Agree, 4- Disagree 3 Neutral, 2 Agree and 1- Strongly Disagree

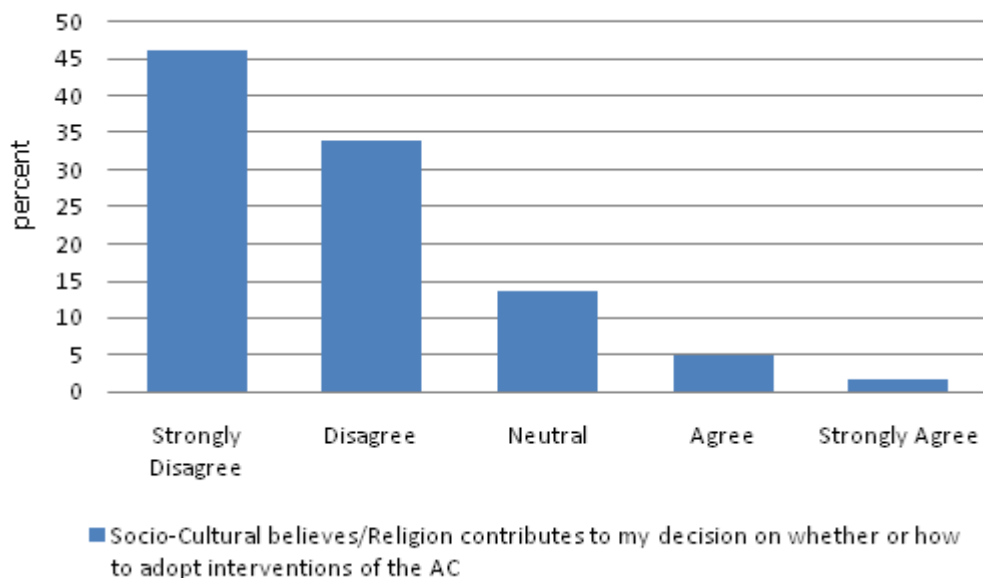


Figure 15: The effect of socio-cultural and/or religious beliefs on livelihood strategies

The socio-cultural strategy affected AC strategies at 5%. Most of the beneficiaries in the slum were those that migrated from their villages because of extreme poverty or lack of a secure family heritage (KENSUP, 2009). As they settled in the slums, homes differed in their spaces to a small extent, due to variance in norms and traditions, AC experienced a few problems in implementing their strategies especially in providing health care to the HIV/AIDs patients in the homes. In some Kibagare villages, home health care providers did not feel welcome or safe because of crime in a low-income neighborhood and discrimination or suspicion of AC's intentions. Homes differed in the spaces available for care. The willingness of families to make these spaces available even for their own patients, adapt them as needed, and work with home health staff to provide care was not so easy. Thus, the home environment was nested in social and cultural layers that led to different home care outcomes, even with similar patients and common home environments (Khan, 2003). The cultural component was therefore visible in family adaptation to home care where families differed in the degree to which they reorganized the available spaces.

However, no specific conflict had been experienced between traditional values and its interventions. The result was interpreted to mean that AC must have been very sensitive to local needs of its beneficiaries. It was concluded that the benefits of the strategy outweighed the values in the socio-cultural beliefs. This confirms Hosain's (2001) assertion's that programs which attempt to function in ways inconsistent with local traditions or assume changes in behavior patterns, have a high risk of failure. Nonetheless it disagreed with Lekorwe and Mpabanga (2007) who reported that the concept of non-governmental organizations was imported from outside by donor agencies in response to the African states, therefore it is inward looking and less engaging when it comes to policy issues to aid development.

4.5.4 Government regime

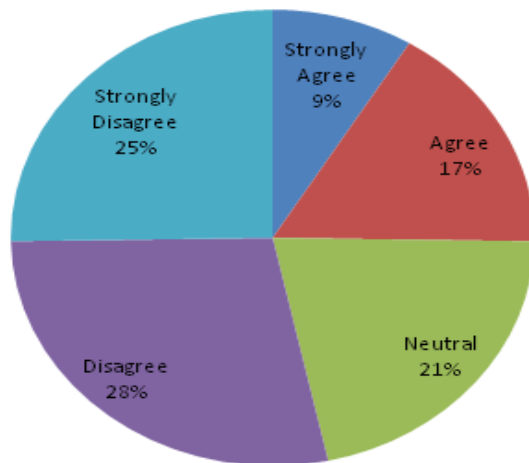


Figure 16: Effect of political regime on the sustainability of development interventions

Out of the 105 respondents, only 9% strongly agreed, 17% agreed, 21% were neutral i.e. they were unable to commit to a response. 28% disagreed, while 25% strongly disagreed as is shown in figure 16. It was concluded to mean that AC was completely immune from political manipulations of government and its policies. AC was not motivated by any political consideration meaning that the programs and projects did not interfere with areas of political interest where they would be viewed as a gift for political loyalty. Even the president's intervention in 2014 of cracking down on NGOs that were perceived political did not extensively affect the operations of AC and its programs. An earlier study by Fowler (2000) revealed that mistrust between governments and NGOs were deep rooted as governments always have fear that NGOs will erode their political power. AC did not engage in activities that could erode the political fortunes of the current regime making it better placed to deliver programs devoid of any form of friction with government. This study observed that AC was careful not to involve themselves in interventions that challenged gains made by the government for reasons of avoiding friction. This prevented a situation where the Government would have had issues with them.

Apart from seeking consent on laid procedures for soliciting for funds, AC had no collaboration with government for any form of support for Kibagare beneficiaries. This may largely have been the reason why there was no conflict of interest at all. Lekorwe and Mpabanga (2007) argues that civil society and interest groups for instance, are manipulated through state funding and they cannot openly criticize and challenge government in the quest for sustainable development because of their dependency on state funding. However, for this

study, there was no major commitment by the government to support the programs in terms of livelihood sustainability. It was therefore concluded that AC’s political considerations and social values were not in any way affecting the manner in which the programs/projects were implemented.

4.5.5 Level of Involvement in project/program implementation

When beneficiaries were asked if their views were sought while AC implemented their strategies, 6 (5.71% strongly agreed, 23 (21.90%) disagreed, 11 (10.48%) did not agree nor disagree, 48 (4.71% disagreed and 17 (16.19%) strongly disagreed.

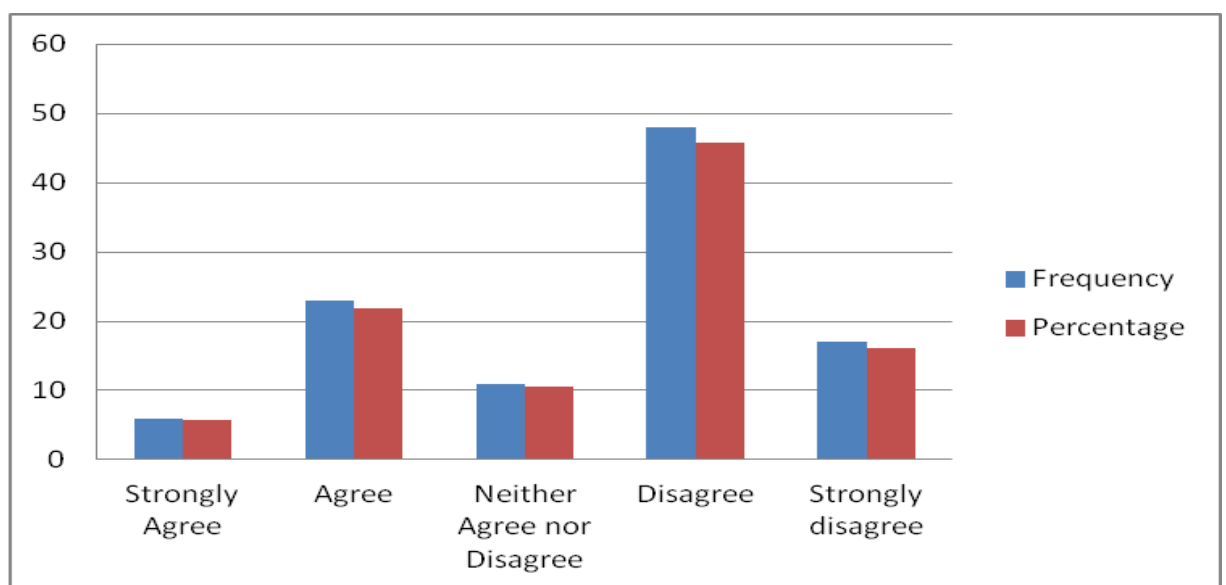


Figure 17: Level of Involvement of beneficiaries in Implementation of programs

This study revealed that AC had not involved the beneficiaries to a large extent in the project design processes. Thus the projects remained pieces of work imposed from outside and mostly pre-determined by the donors themselves. Literature at AC office, from some donors indicated that they had given AC a chance to do the needs identification for the projects they supported. The review suggested that donors had policies in place and chose to collaborate with AC on projects that matched with their objectives and strategies in livelihood sustainability. This was interpreted to mean that even if AC designed strategies that were in line with their objectives, they had no option but to work with the objectives of donors. For this reason, a number of projects were designed and inclined to the donors’ policy objectives and therefore, they unlikely reflected the sustainable livelihoods desired by AC and the beneficiaries. This increased the level of non-ownership of projects. Junne and Verkoren

(2005) observe that strengthening local structure and the mechanism of local contribution is an important indicator of ownership and working towards sustainability. In this study, local ownership was related to several aspects. Beneficiaries related ownership to the ability of group members to contribute in terms of money, time, labor and knowledge to group initiatives. In addition, it was easier to own group activities when they were initiated by local people themselves. Fowler (2000) asserts that when local ownership is defined in terms of transparency in running group matters, group members will be motivated to ensure continuity of group activities. This would have been crucial in promoting collective ownership. Further interview with beneficiaries revealed that their views and opinions were not sought for at the initial stages of adopting strategies as shown in Table 8.

Table 8: Respondents’ views on their participation at Adventist Center

The respondents were asked to state if their views influence/affect the activities of AC in Kibagare.

Response	Frequency	Percent
Strongly Disagree	49	47
Disagree	37	35
Neutral	10	10
Agree	9	8
Totals	105	100

46.7% strongly disagreed and 35.2% disagreed that their views or opinions influenced or affected the activities rolled out at Kibagare for sustainable livelihood.

The only time they had to contribute to what was needed in an intervention, was during the implementation process. In effect, the inputs of beneficiaries were ignored in the design and planning stages. In such cases beneficiaries did not wield enough authority as to what was contained in the blue print of the intervention. This top-down approach left out what they would have in the intervention. This confirms Bleckley’S (2008) assertion that the top-down nature of these approaches accounts for the failure by many developing communities to achieve sustainable development. Such one-sided power maintenance prevents the community from being able to make decisions and to act on its own behalf, thereby precluding sustainability, which depends upon community action. As a result, power must be balanced for parties involved in a community's development to participate in a dialogue (Adam, 2013).

4.6 Effects of AC's strategies for livelihood sustainability in Kibagare slum

The third objective of the study sought to establish the effects of AC's strategies on beneficiaries' livelihoods in Kibagare slum. Table 9 reveals the response from Adventist Center about the situation in Kibagare before they initiated the strategies and the situation after.

Table 9: Pre and Post Intervention of AC in Kibagare Slum

Intervention	Situation before	Effect
Education	<ul style="list-style-type: none"> - Lack of early literacy skills - Non-interactive training opportunities between parents and children - No formal education - Poor grades - Lack of human capital cation 	<ul style="list-style-type: none"> - Improved literacy levels - Teacher parent interactions - Higher enrolment and attendance - A good academic performance - Improved human capital
Economic Empowerment/Microcredit	<ul style="list-style-type: none"> - Low income - No self-employed people - Savings were smaller - No growing income - Less official jobs available 	<ul style="list-style-type: none"> - Improved income generation - Vulnerable groups easily reached - More self-employed people - Easy to get a loan - Increased savings

General Health & Nutrition	<ul style="list-style-type: none"> - Poor health situations i.e. no diagnosis and surveillance - No use of condoms - More vulnerable to diseases - Stigmatized individuals - Less use of ARVs 	<ul style="list-style-type: none"> - Better Health situation - Improved education standard - More difficult to get labor - More skilled health workers - Community empowered to take up responsibilities such as diagnosis and surveillance through community health workers - Training of caregivers - Provision of sanitary pads
<hr/> HIV/AIDS	<ul style="list-style-type: none"> - Physical & mental health issues like depression and anxiety - Stigmatization & discrimination - High death rate - Stress on both caregivers and the affected - Unprotected sexual intercourse - Lack of knowledge of STDs - Emotionally distressed children 	<ul style="list-style-type: none"> - More home based programs - More family member's trainings to manage HIV related problems - The affected provided with much needed emotional support through home based programs - Decline in new HIV infections - Prevention of sexually transmitted diseases - Information provision such as sex education

	- Living in poverty and food insufficiency	
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Food and Clothing supply	<ul style="list-style-type: none"> - Undernourishment - Low or no income - Lack of income generating activities - Lack of resources for rebuilding income generating activities - Lack of quantity of food intake - Poor diet - Increasing number of vulnerable individuals with chronic illnesses 	<ul style="list-style-type: none"> - Less malnutrition - Provision of food parcels or clothing - Social protection networks - Food safety nets - Poverty reduction in the short term - Direct food distribution - Developed social partnerships involving community residents - Equity in service delivery
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Orphans & Vulnerable Children (OVC)	<ul style="list-style-type: none"> - Vulnerability to stigma and discrimination - Poor class attendance by OVCs due to inability to pay school fees 	<ul style="list-style-type: none"> - Raised awareness of value of education to caregivers - Payment of selected OVC's school fees - Adult mentors identified in the community for OVCs - Establishment of community child protection committees
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- School drop- out cases due to sickness
- Lack of school uniform
- Lived in mud floor houses
- Trainings for children caring for parents with HIV/AIDs
- Home gardens promoted such as planting vegetables like kale in sacks to improve nutrition and food security at household level

Figure 18 indicates the beneficiary’s opinions towards the impact of AC strategies on all the seven areas indicated the order in which they felt their effectiveness

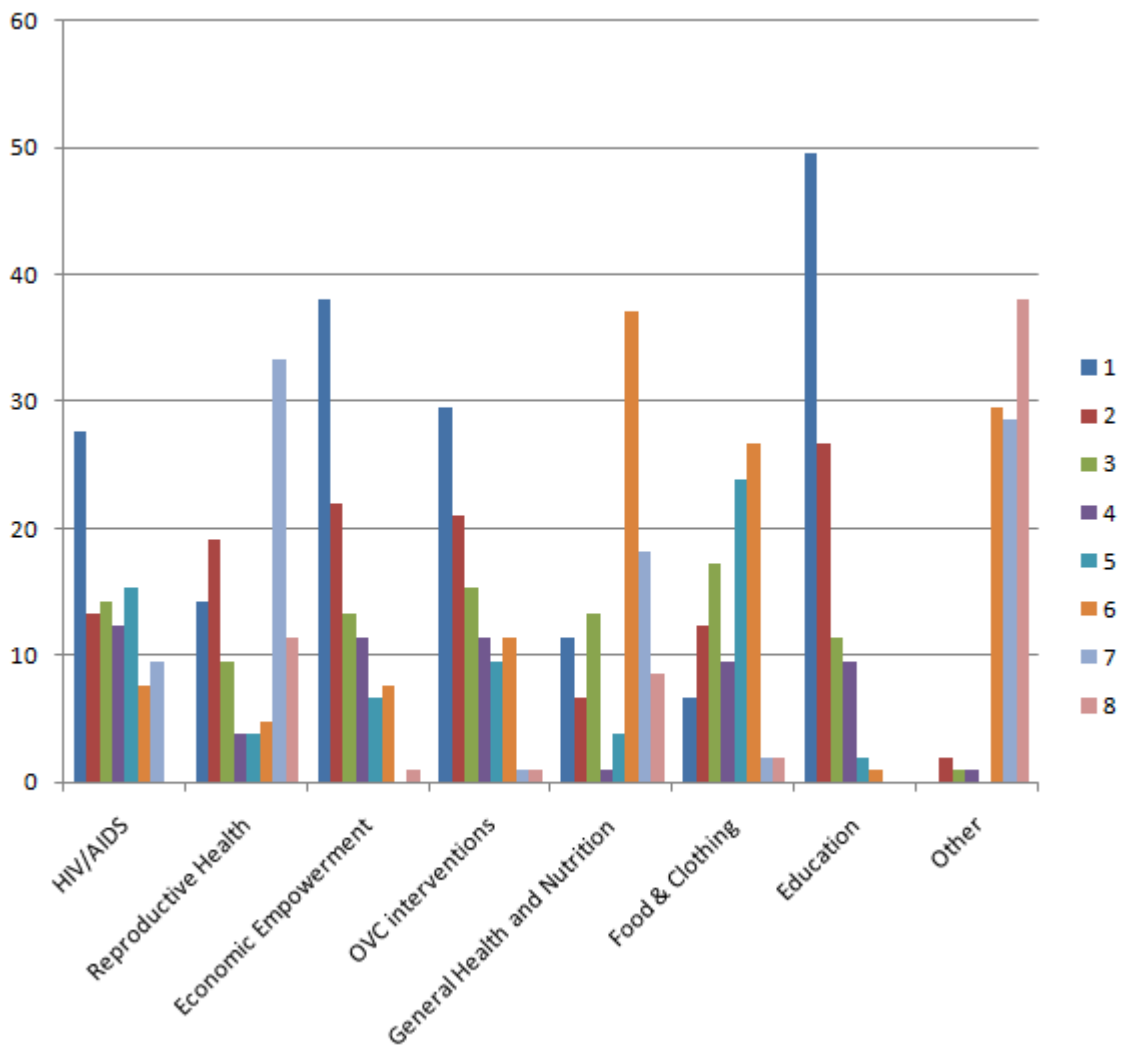


Figure 18: Adventist Center’s strategies for livelihood sustainability in Kibagare slum

4.6.1 Education and capacity building

Figure 18 indicates the beneficiary's opinions towards the impact of AC strategies on all the seven areas in order of which they felt their effectiveness. 1 represents the most effective strategy while 8 represents the least effective strategy. The findings suggest that education was found to be the most effective strategy. This was considered by the respondents to be the most effective strategy. The beneficiaries felt that the strategy had benefits that improved their livelihoods. Adam (2013) states that a community that is educated is able to gain control socially, politically, economically and psychologically through access to information, knowledge and skills; decision making; and individual self-efficacy, community participation, and perceived control. Baccaro (2001) shows how particular NGOs, in the long term, promote sustainable community development through activities that promote capacity building and self-reliance (Baccaro, 2001). Matanga (2010) has put it that NGOs through capacity building help to sustain community development.

4.6.2 Economic empowerment

Economic empowerment was selected as second in effectiveness by 38.1% of the respondents. Majority of the slum population live in abject poverty and this makes sustainability of livelihood to be anchored on strategies that strengthen the economic and financial capital. Munanura et al. (2018) identify poverty as a major constraint to sustainable livelihoods.

4.6.3 OVC interventions

Majority of the respondents found OVC interventions to be the third most effective strategy for realizing sustainable livelihoods. Parents and guardians of OVC find it difficult to bear social and economic responsibilities for this segment of population.

4.6.4 Health-related strategies

HIV and AIDS prevention and management topped the health-related strategies but the fourth was the fourth most effective overall at 27.6%. The other health-related interventions reproductive health (14.3%), and general health and nutrition (11.4%) followed in that order. The centrality of health in livelihood development cannot be overemphasized. This is partly the reason half of the AC's strategies revolve around health. The same trend is reflected in a study by Obrist and Hetzel (2016) in which they recommended that equitable access to health care can be achieved through innovative community-based approaches that align the services with the poor's resources, needs and expectations. Management of HIV/AIDS was the most popular among the health interventions due to the prevalence of its effects in poor populations.

In this respect, Kakuhikire et al. (2016) argues that HIV/AIDS and poverty are closely intertwined and any effort at mitigating economic insufficiency should meaningfully address the question of HIV/AIDS.

4.6.5 Other interventions

Food and clothing supply attracted the lowest proportion of selection (6.7%) for attractiveness while the other interventions attracted less than 5% favorability. Supply of food and clothing needs encouraged dependency more than sustainability. Similar sentiments were shared by most beneficiaries who felt that they would have preferred areas of intervention different from what AC were adopting because the interventions did not meet the immediate and long term needs. It was noted, reproductive health and environmental management would be their preferred choices of intervention. In the same vein, beneficiaries did not differ in thought as to which area of intervention was of utmost priority as indicated in figure 18 above. While lauding the position of AC, they shared the opinion relishing the fact that interventions should be focused on areas that will increase their income levels of households. On the same note, they desired that particular interest needed to be paid on better management of all types of strategies.

It was also necessary to investigate the income levels of respondents who engaged in income generating activities. Table 10 illustrates the distribution frequency of respondent's income before and after the intervention.

Table 10: Distribution of respondents' income before and after AC intervention

Ranges	Income (per day)		
	Before	After	Difference
0	46	17	19
< 200	15	2	13
201 – 300	24	2	22
301 – 400	18	24	-6
401-500	9	41	-32
> 500	3	19	-16
Total	105	105	

Responses on beneficiaries' income earnings were sought before and after the intervention. This was important as it would help establish whether the interventions had made any positive

impact on the beneficiaries. Figure 19 shows the comparison of earnings before and after AC intervention.

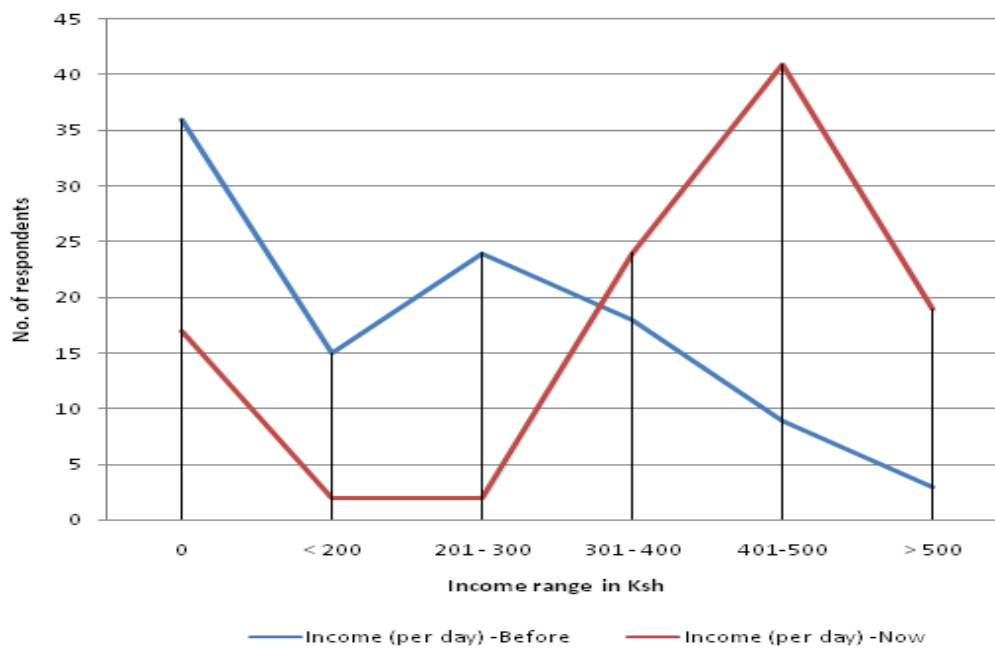


Figure 19: Comparison of earnings per month before and after AC intervention

There was significant difference and impact on the livelihoods of the beneficiaries made by the AC interventions as reflected in the difference between their ‘before’ earnings and their ‘after’ incomes (Figure 19). Respondents who earned nothing before were much less after than before, at a marginal difference of 19. Those who initially earned less than Ksh 200 per day also reduced in number from 15 to 2 people at the time of study. Even though the difference could not be fully attributed to the interventions, their effect could not be denied. As shown in the illustration, the upward trend was remarkable within the 300 - >500 income brackets. The highest difference was -32 at the Ksh 401-500 range. Majority of the respondents at 41 had moved to this earnings bracket from only 9 persons, before introduction of the strategies. The study did not look into the reasons behind the differences because the respondents’ entry into the AC programs was not the same in terms of the period and type of services enjoyed. The data collected here was sufficient to draw an overall picture of the effect of the strategies on the beneficiaries’ incomes. Figure 19 further illustrates the magnitude of the difference.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendations of the study on assessment of strategies to sustain beneficiaries' livelihoods by Adventist Centre at Kibagare slum in Nairobi County in Kenya.

5.2 Summary

5.2.1 Domains of intervention for AC

Adventist Center, in the study area, was delivering interventions widely considered as basic services. They covered domains such as HIV/AIDS management, Economic Empowerment, micro finance, OVC interventions, General Health and Nutrition, Food and Clothing Supply, and Education/Capacity building for youth. It was evident during the study that Adventist Center was not tied specifically to one of these domains. The study also found out that none of the strategies were established with an ultimate goal of income generation. However, through the micro credit strategy, beneficiaries were able to borrow loans that enabled them engage in income generating activities. There was evidence that the money given to beneficiaries was inadequate to cater for the full project costs embarked by beneficiaries or to drive the project to profitability and greater sustainability. Nevertheless, this study found that through the loans, beneficiaries noticed some positive community and individual level changes because of the income-generating activities. Juul (2006) believes that small businesses are an efficient vehicle and are probably the most effective way through which to lower unemployment and improve the health of an economy.

The income-generating projects resulted in some short-term improvements and changes among the beneficiaries. Beneficiaries were able to afford basic education for their children which in the long term improved their livelihoods. The study also found out that increase in annual income not only improved education level, but there was also access to nutritious food distributed among beneficiaries. There was improved health among beneficiaries. Home care services for HIV AIDS beneficiaries improved. Groups among beneficiaries were created as a result of seeking to identify with guarantors who were to sign loan forms. This had a significant relationship with improvement in social capital and human capital.

There was a relationship between age and education of the beneficiaries. Those that were between ages 18-35 engaged in AC activities. Also, those who benefited from education strategy had their incomes improved. Some donors such as the Catholic Relief Services were sensitive to implement strategies based on the felt needs of beneficiaries such as HIV and AIDs prevention and management. Other strategies were implemented on the basis of available funds and the donor organizations' expectations. The AC strategies were found to have been developed without due consideration of the views or contribution from the target community. The study also established that strategies that AC had emphasized more were the same strategies that beneficiaries needed emphasized even more.

5.2.2 Factors that affect sustainability of livelihood strategies

Livelihood sustainability was measured based on the DFID Sustainable Livelihood Approach taking note of the pillars of sustainability such as cultural, economic and environmental aspects of development. In addition, the effects of the basic five elements on the sustainable livelihood framework were considered. These are financial, physical, human, natural and social capitals. The study confirmed that key elements contributing to sustainability of the AC strategies were donor funding, socio-cultural considerations, government regime, financial shortages and level of involvement. For the study to understand factors that affected sustainability of AC strategies, it was necessary to get information both from AC and the beneficiaries.

a) Donor funding

It was observed that although the donors worked as partners with AC, the reality was that the power imbalance was such a big thing in regard to receiving funds. It was found that AC exercised more fidelity to donor requirements than its objectives with regard to project implementation. It appeared that if AC gave the true picture of the project/program requirements, they won't get the money. It was seen as a game that could cause one to lie, stop reflecting, cause one to do things that are wrong and distort the ability of people to achieve what they planned to achieve! "However, it also emerged that even though the donors provided the green light for AC to conduct its own needs assessment, this was theoretical as AC required funds to carry out consultations and in the end relied on field experiences to design proposals.

This research therefore concluded that indeed the project goals of AC were often compromised by donor agencies' goals. One of the key questions that emerged in the course

of this research sought to find out, where the idea of project implementation came from. In response to this question, some of the Key Informants from AC staff said that the staff, based on their field experiences, gave them ideas to design projects they deemed necessary to sustain livelihoods.

b) Level of involvement

The study found out that many times it had not been possible for beneficiaries to be consulted on the kind of projects that were submitted to donors for funding by AC. This was further reechoed by some beneficiaries and village elders in Kibagare who said the plans were made by AC and the community members were not involved in the planning but only during implementation especially during sensitization activities. The beneficiaries were not fully involved in initial stages of program implementation. They expressed that they needed to feel part of the projects and they wished that the projects could continue even after donors had pulled out.

Similarly, beneficiaries felt that there was lack of transparency and accountability if there were to be effective participation and cooperation towards sustaining projects. The Program Coordinator said that beneficiaries were not allowed to access AC's documents and accounts as a matter of policy. Their offices were not open to the beneficiaries except for those who went for clothes and food donations. However, they held regular meetings, and kept in touch with the community groups. When local ownership is defined in terms of transparency in running group matters, group members will be motivated to ensure continuity of group activities Fowler (2000). Involving group members in planning and decision making processes, and the ability of group leaders to give up most of their powers is crucial for promoting collective ownership. In this study, local ownership was related to several aspects. Beneficiaries related ownership to the ability of group members to contribute in terms of money, time, labor and knowledge to the group's initiatives. In addition, it was easier to own group activities when they are initiated by local people themselves. Junne and Verkoren (2005) observe that strengthening local structure and the mechanism of local contribution is an important indicator of ownership and working towards sustainability. However, this study noted that when AC began its interventions they did not clearly identify individuals from among the beneficiaries that had the potential to master the skills which were necessary to undertake activities after AC withdrew project support (Junne and Verkoren 2005). In this case mentoring and coaching by AC staff would have been necessary for ownership.

c) Political regime

AC was completely immune from political manipulations of government and its policy changes. AC was not motivated by any political consideration revealing that the programs and projects did not interfere with areas of political interest where they would have been viewed as a gift for political loyalty. AC was careful to initiate projects that would not be a recipe for implementing programs/projects in the name of political loyalty that would not be sustained.

Additionally, any form of politically motivated policies in Kenya did not derail the efforts of AC. This was attributed to the fact that AC did not engage in activities that could erode the political fortunes of the current regime making it better placed to deliver programs devoid of any form of friction in its area of operation (Fowler, 2000). Most of the beneficiaries from the four villages expressed that AC's political considerations and social values were not in any way affecting the manner in which the programs/projects were implemented away from political expectations.

d) Financial Shortages

This study observed that AC operated within the context of economic conditions which were determined by the fiscal policy of the political regime. Therefore, implementation of projects was sometimes beyond their control because they were heavily affected by the prevailing economic circumstances. High inflationary rates and uncompetitive foreign exchange rates undermined the duration of interventions required to reach sustainability. Such conditions reduced funds and its function ability to effectively engage beneficiaries on issues laid out in project conception so as to ensure sustainability. The rising cost of goods and services within the economy as a result of poor economic performance deeply reduced the quality of service delivered by altering or scaling down the intensity of activities that would have generated interest and allow beneficiaries take ownership of interventions to continue to draw on the needed benefits after interventions exit. About 58% of respondents noted economic conditions were the result of poor sustainability of development interventions in the study area. The project/program environments were affected by cost over runs and all affected the quality of work which could have influenced project sustainability.

e) Socio-cultural considerations

It was observed that socio-cultural considerations were not found to impede sustainability of AC's strategies. This was because management of strategies were done in a manner that fitted in the local context of beneficiaries hence, no conflict between adopted strategies and socio-cultural values was extant.

5.2.3 Effects of interventions for livelihood sustainability

Majority of beneficiaries preferred areas of intervention that were the same as those that Adventist Center was delivering at the time of study. This was because they primarily met their immediate needs. In terms of priority, they considered as most effective to least effective, education, economic empowerment, OVC, HIV/AIDS, reproductive health, general health and nutrition, food and clothing supply, and others in that order. Adventist Center also preferred that order as these were its areas of strength with regard to donor support. The strategies indicated as others include such areas as environmental management, partnership approaches and community empowerment. Education/capacity building and economic empowerment strategies were most popular for the immediate impact in the lives of the Kibagare beneficiaries. Beneficiaries stressed that interventions should increase opportunities that make beneficiaries independent to fend for themselves.

Having considered various variables of the study, the areas of emphasis for sustainable livelihood were found to be those that would lead to economic empowerment, increased household income, increased quality of life, and general knowledge for informed decisions. On the same note, they desired that particular interest needed to be paid on better management of all types of strategies.

5.3 Conclusions

The study concluded that Adventist Center strategies had a positive influence on beneficiaries' livelihoods. The beneficiaries were economically empowered though for a short term. The strategies adopted were suitable for beneficiaries but they lacked a long-lasting effect. This was because they were majorly influenced by donor agencies who had different goals than to those of Adventist Center. It was concluded that the strategies adopted were more of relief than being founded on long term sustenance.

It was observed that loans given through micro credit program did not have clear monitoring procedures in place to check the loan holders' business. Beneficiaries obtained loans for

business but as soon as Adventist Center approved and dispatched the loans, they were diverted to other use not known to Adventist Center. Had there been a monitoring process, there would have been profit gains hence continuity in business. Only in two or three instances did loan holders indicate that they had been visited by Adventist Center staff. This gave an impression that follow-ups were done by the Adventist Center staff only in instances where loan holders had big loans and just to ensure the ability of the loan holder to repay.

The study observed that the government did not have a hand in implementing any strategy in this informal settlement nor was there support of any kind to Adventist Center to enhance livelihood sustainability. Adventist Center should hence create an approach that may involve the government so that in the circumstances donors pull out, it becomes a responsibility of the government to ensure progress of existing strategies.

It was also concluded that there was no clear policy to counter the major factors that hindered implementation of their strategies. It was observed that the strategies were more of a trial and-error thing.

5.4 Recommendations

The following recommendations are informed by the findings.

Firstly, NGOs should specialize on their core capabilities to functionally position themselves in the delivery of interventions that meets the needs of beneficiaries. These functional capabilities will over time raise the credibility of NGOs to source funds in that intervention area rather than spreading themselves a series of interventions without any specialty. This non-specialization potentially could lead to the delivery of unsustainable interventions.

For them to remain valid in this developmental discourse, participatory development in partnership by the Government of the day must necessarily be the structure and operational focus to enhance the design and implementation of interventions at all levels.

The study also suggests that the measure of loans given to beneficiaries should be expanded to empower their businesses develop to medium scale ventures. The amount of loans given to individuals should be increased to propel transition from their poor living standards. The people given access to micro credit services should be allowed a grace period before they start repaying the loans.

Secondly, AC needs to understand the trend of donor funding in most projects in developing countries. They need to know that donors push their own goals and objectives while funding

local NGOs. This would sensitize AC to initiate and implement projects that would be sustainable in the community even when AC exits. After implementation of projects, AC should have been able to identify their own micro project ideas, mobilize support for designing them, collect local resources to finance implementation, procure the necessary technical advice in the national market and implement, operate and maintain their own micro project.

5.5 Areas for further research

Findings from the study show that there is almost total dependency on foreign funding. Further research should focus on how local NGOs could be self-sufficient to adopt strategies and be able to sustain livelihoods for intended population. Studies could also consider the possibility of adopting one strategy and putting all efforts to achieve livelihood sustainability in that one area thus enhancing self-reliance.

Other studies could investigate channels how NGOs employ to enhance resource mobilization so that they are able to be independent of foreign aid agencies. Further studies are recommended on the area of clear policy guidelines that help NGOs to focus on certain specific areas where beneficiaries would appreciate and claim ownership at the end of implementation periods.

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APPENDICES

Appendix I: Interview guide for beneficiaries

Non Governmental Organizations play key roles in development within Kibagare slum in Nairobi County. However the sustainability of their intervention has been a major worry to development practitioners. It is for this reason that this thesis seek to ‘assess livelihood strategies of AC Organization and their Sustainable Management in Kibagare slum. Responses for this questionnaire are therefore needed purposely for academic work. I therefore wish to state categorically that the anonymity of responses and respondents will be guaranteed.

INTERVIEW GUIDE – ITEMS FOR AC INTERVENTION BENEFICIARIES

Guide to be administered by Interviewee

Interviewer: _____ Date: _____

Village: Kisumu Ndogo Umande Peponi Mashimoni

SECTION A: BACKGROUND INFORMATION

1. Your AC ID No.....
2. Gender: 1 Male 2 Female
3. Age: 1 18-25 2 26-30 3 31-35 4 36-40 5 41-45 6 46 & above
4. How long have you been a resident of _____ village (Kibagare)? In years?
 1 0-5 2 5-10 3 10-15 4 Over 15 years
5. Level of education: Primary Secondary Tertiary
 None
6. What interventions of AC are you aware of?
 - A. HIV/AIDS prevention and management programmes
 - B. Economic Empowerment
 - C. OVC interventions
 - D. Health and Nutrition
 - E. Food & Clothing Supply

F. Capacity building for youth

G. Other: _____

7. How long have you been a beneficiary of AC interventions? No of years

10 9 8 7 6 5 4 3 2 1

Other.....

8. How much per day do you earn from your source of income? Estimate in Ksh? [*Economic Conditions*]

Less than 200 201 - 300 301 - 400 401-500 More than 500

9. Are you Salaried, Casual or Self Employed Unemployed?

10. Are you Married, Divorced/Separated Widowed Single?

11. Which are some of your socio-cultural believes that are relevant to the AC interventions

12. Do political factors affect the way you operate or partake of the AC interventions?

[*Interviewer to expound*] Yes No

13. If yes, explain how

SECTION B: AC AREAS OF INTERVENTION

[*Most of this information has already been provided by the AC staff. The beneficiaries are simply corroborating the collected information*]

14. What interventions of AC are currently being rolled out in your community?

A. HIV/AIDS prevention and management programmes

B. Economic Empowerment

C. OVC interventions

D. Health and Nutrition

E. Food & Clothing Supply

F. Capacity building for youth

G. Other: _____

15. Which one(s) from above are you a beneficiary of? (May select more than one)

A B C D E F G

16. What exact activity(ies) is AC doing in the interventions chosen in question above?

SECTION C: OBJECTIVE 2: FACTORS THAT AFFECT SUSTAINABILITY OF STRATEGIES ADOPTED BY THE NGO

17. What happens to the areas of intervention when the AC support ceases? The activities:-

Discontinue Continue

18. If answer to above question is 'Continue', how have you continued with the AC interventions?

5 Very easily 4 Easily 3 Not sure 2 Difficult 1 Very difficult

Explain your answer:

19. If answer to above question is 'Discontinue'. Can you explain why?

20. Will you continue with the intervention activities initiated by AC after they have exited?

Yes No

21. If yes, specify the areas of intervention you will pursue

A. HIV/AIDS prevention and management programmes

B. Economic Empowerment

C. OVC interventions

D. Health and Nutrition

E. Food & Clothing Supply

F. Capacity building for youth

G. Other: _____

22. Socio-Cultural believes/Religion contributes to my decision on whether or how to adopt interventions of the AC?

1 Strongly agree 2 Agree 3 Neutral

4 Disagree 5 Strongly disagree

Explain your answer:

23. AC actions affect the way you I will continue interventions after they exit?

1 Strongly Agree 2 Agree 3 Neutral 4 Disagree 5 Strongly Disagree

Explain

answer:

24. The political regime affects the sustainability of development interventions among beneficiaries in the community?

1 Strongly Agree 2 Agree 3 Neutral 4 Disagree 5 Strongly Disagree

Disagree

Explain

answer:

25. How will a political regime affect your response to interventions after NGO exit?

Beneficiary Involvement

26. Does AC seek your views before activities are implemented?

Yes No

27. My views influence/affect the activities of AC in Kibagare

5 Strongly Agree 4 Agree 3 Neutral 2 Disagree 1 Strongly Disagree

28. Does the NGO involve you (beneficiaries) in the actual planning of interventions?

Yes No

29. If yes, how do you scale the level of involvement between AC and you in actual planning of interventions for beneficiaries?

5 Great involvement 4 Good involvement 3 Average

2 Little involvement 1 Very little involvement

30. How are you involved in the planning? Explain?

31. If no, why are you not involved in planning interventions?

32. Will the level of involvement in planning intervention between you and AC make you continue interventions?

Yes

No

Other,

explain

SECTION D: EFFECTS OF ADVENTIST CENTRE STRATEGIES FOR LIVELIHOOD SUSTAINABILITY

Specify extent to which the AC activities have impacted your livelihood?

5 Very much 4 Much 3 Not sure/Not at all 2 Little 1 Very little

33. Are you involved in any income generating activities as a result of the AC interventions?

Yes

No

34. Which ones of the following are you involved in?

Food Vending

Trading

Hair Dressing/Hair Plaiting

Dress

Making

Teaching

Administrative work with NGO

Remittances

Community Health work

Other,

Specify:

35. How much do you make/earn as result of the AC intervention per day (estimate) in Ksh?

[Economic Conditions]

less than 100

105 - 200

205 - 300

305-400

More than 400

36. In the order of effectiveness in sustaining livelihoods, how would you rank the following

AC's strategies (from 1=most effective to 8=least effective in that order) ?

A. HIV/AIDS p& mgt [1 2 3 4 5 6 7 8]

B. Economic Empowerment [1 2 3 4 5 6 7 8]

C. OVC interventions [1 2 3 4 5 6 7 8]

D. Health and Nutrition [1 2 3 4 5 6 7 8]

E. Food & Clothing Supply [1 2 3 4 5 6 7 8]

F. Capacity building for youth [1 2 3 4 5 6 7 8]

G. Other: _____ [1 2 3 4 5 6 7 8]

37. Explain your choice above (Justify) _____

38. Specify any other areas of interventions (in order of effectiveness), not mentioned or supported by AC that you would like to be supported/introduced.

39. How would you rate the services or impact of AC in Kibagare in comparison with government sponsored interventions?

Response Area	Very satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
HIV/AIDS programmes					
Economic Empowerment					
OVC interventions					
Health and Nutrition					
Food & Clothing Supply					
Capacity building for youth					

THANK YOU FOR YOUR TIME

Appendix II: Questionnaire for AC Staff

I am a student at the University of Egerton. I am conducting research into ‘Strategies adopted by AC as a Mechanism for livelihood sustainability at Kibagare slum, Nairobi County for a masters degree. In order to collect the necessary information for the objectives of this study, I have designed a questionnaire which is attached hereto. In accordance with the ethical considerations of all research activities, all information provided in the survey will be treated with the strictest confidence. As a researcher, I will protect your privacy at all times and the findings will only be used for the purpose of this study. You are kindly requested to fill out the enclosed questionnaire. Your timely response to the questionnaire is necessary and essential for me to conclude the study in time. I would very much appreciate your cooperation in this survey. If you have any queries or require any further information, you are free to call me at 0712456720.

Isabella Ongere (Researcher) _____ Date: _____

Section A: Respondent’s Background Information

Kindly fill in all the answers to the questions on the space provided and tick on the boxes where applicable .

Level of Management: top Manager () Middle Manager () Lower Manager ()

Gender: Male () Female ()

Department:-----

Position:-----

Length of service (in years) 0-5 () 6-10 () 11-15 () 16-20 () 21-25 () Over 25 ()

Level of Education: Secondary () A-level () certificate () Diploma ()

Undergraduate () Post graduate ()

Area of study:-----

Section B: Objective 1

To explore the strategies adopted by AC at Kibagare slum

1. What programme/projects is AC carrying out in Kibagare ? Please tick the appropriate intervention(s). Tick more than one if interventions are more.
(a) Education (b) Health (c) Water and Sanitation (d) Agriculture (d) Advocacy
(f)micro-finance(g) Others, (please list)
2. Why is your NGO carrying out the programme/project(s) as stated in (1) above?

- (a) Falling educational standards (b) Poor agriculture productivity (c) Poor health conditions (d) inadequate access to finance) Others.....
3. How long has AC been implementing their programmes in Kibagare slum?
State the number of years.(a) 1-2yrs (b) 3-4yrs (c) 5-6yrs (d) 6yrs and above
 4. What exact activity is the AC doing in the programmes chosen in question 2 above?
Tick if more than one
(a) Capacity Building (b) Micro-Enterprise Training(c) Women empowerment
(d) Technology Transfer (e)others
 5. Does AC seek beneficiary views before activities are implemented?
(a) Yes (b) No
 6. If Yes to question (5) above did the views of beneficiaries change the activities your NGO engages in at Kibagare?
(a) Yes (b) No
 7. If No to question 5 above could you say beneficiaries are responding very well to activities they were not a part of?
(a) Yes (b) No

Section D: Objective 2

To examine factors that affect the sustainability of adopted livelihood strategies

1. How long have you been working/implementing projects/programmes for beneficiaries at Kibagare slum? Less than 6 months () Between 6 months 1 year () Between 1-3 years () Between 3-5years () Above 5 years ()
2. Do you work with groups?
(a) Yes (b) No.
3. Who formed the group?
(a)NGO (b) Community (c) Others-----
4. What informed the formation of the group?
(a) To receive project interventions (b) for self help (c) For advocacy (d) for community accountability (e) Others-----
5. Who does the beneficiary (group) feel owns the group?
(a) NGO (b) Community (c) Group
6. Which of the group ownership category in (4) above is making programmes/projects unsustainable?

- (a) NGO (b) Community (c) Group
7. Give reasons for your answer in (5) above.

8. Will the group be able to perform activities of programmes/projects after AC has exited programmes/projects? Please Tick (a) Yes (b) No
9. If Yes to (8) above why will they be able to perform activities of programmes/projects after NGO exit?
 (a) Because programmes/projects were participatory
 (b) Because programmes/projects meet their needs
 (c) Because programmes were building on indigenous initiatives.
 (d) Good exit strategy.
10. Does AC involve staff and beneficiaries in the planning and implementation of programmes/projects?
 (a) Yes (b) No
11. If yes to (10) above why will you involve staff and beneficiaries in planning and implementation of programmes/projects?
 (a) For programmes/projects to reflect their needs (b) for donor requirements
 (c) For sustainability of interventions
 (d) Others.....
12. If No to (11) above why will you not involve staff and beneficiaries in planning and implementation of interventions?
 (a) It is cost intensive
 (b) It is time consuming
 (c) It is to fulfill donor requirements
 (d) Beneficiaries cannot prioritize their needs
 (e) Project duration is short.
13. How will you scale the level of involvement between AC and beneficiaries in planning and implementation of programmes/projects for communities? Tick please only one
 (a) Very High (b) High (c) Very Moderate (d) Moderate (e) Very Low (f) Low
14. Does your level of involvement in planning programmes/projects with beneficiaries make them sustainable? Tick please.
 (a) Yes (b) No
 Give reasons for your answer.....

15. Will participation by beneficiaries in the planning of interventions result in continuity of programmes/projects after the AC has exited?
 - (a) Yes (b) No
16. If Yes to (15) why will participation result in the continuity of interventions by beneficiaries?
 - (a) They feel ownership of the programmes/projects
 - (b) It highlights hidden concerns of beneficiaries for attention
 - (c) It avoids hijacking of programmes/projects by high profile beneficiaries.
17. Which of the following is affecting the sustainability of programmes/projects by AC? Tick more than one if more
 - (a) Socio-cultural factors (b) Economic condition (c) Donor requirements
 - (d) Political regime (e) None
18. How does a Socio-cultural factor in (24) affect sustainability of development interventions?
 - (a) When programmes/projects are not consistent with traditional values.
 - (b) When programmes/projects touch on the ego of class of beneficiaries.
 - (c) When programmes/projects incites beneficiaries against the dominion of others.
 - (d) Socio-Cultural values do not affect sustainability of development programmes/projects.
 - (e) Others.....
19. How does economic condition affect the sustainability of programmes/projects of the ACS?
 - (a) Decrease project life span.
 - (b) Increase in cost of operations scales down consultations with beneficiaries.
 - (c) Reduces the intensity of exit strategies.
 - (d) Others.....
20. How does a Donor requirement affect the sustainability of programmes/projects?
 - (a) Supports programmes/projects that are not consistent with the needs of beneficiaries.
 - (b) Impose the culture of others that are not consistent with local conditions.
 - (c) Do not allow flexibility in project implementation.
 - (d) Do not involve stakeholders in project design and implementation.
 - (e) Others.....
21. How does the political regime affect the sustainability of programmes/projects?

- (a) Force programmes/projects to political strong holds.
- (b) Force programmes/projects to suit political agenda.
- (c) Poor governance system shortens project life span by donors.
- (d) Frustrate ACS effort if programmes/projects make government unpopular.
- (e) Others.....

Section D: Objective 3

To assess the effectiveness of ACs strategies for livelihood sustainability

- (1) Are there any significant changes noticeable in the community as a result of projects/programmes initiated by AC?
 Yes () NO ()
 If yes, explain.....
- 2) Are there any issues which may have prevented the AC from reaching its goal? Yes () NO () If yes, explain.....
- (3) List any barriers that are encountered by AC programmes/projects that you could be aware of

- (4) In your own opinion what should be done to ensure sustainability of livelihoods through AC's adopted strategies?

To what extent do you agree or disagree to the statements made below. Please tick in the appropriate box.

		Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
1	AC has developed an evaluation capacity that assist in understanding factors affecting sustainability of the project	5	4	3	2	1
2	The projects/programmes have new initiatives that are geared to improve the beneficiary					
3	The projects/programmes have improved the livelihoods of community by job creation					
4	Provision of alternative funds both during and after the main project period is guaranteed through donor collaboration					
5	Environment is conducive to new and existing activities					
6	Funds availed are well accounted for and donors are satisfied that the funds are well utilized					
7	The projects/programmes have received local support that guarantee continuation					

To what extent would you agree or disagree with the following statement as relate to training and education levels. Please tick the most appropriate response.

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	All staff are trained with skills related with what they are doing	5	4	3	2	1
2	My supervisor provides staff with the time and resources for our own professional growth					
3	My supervisor provides staff with the time and resources for our own professional growth					
4	The employees are encouraged to try new methods and creative ideas					
5	The nature of my job allows adequate opportunities to be trained					
6	Training opportunities are only reserved for senior staff					
7	Short term training assessment is ensured that is not conducted on hit and run basis					
8	Formal training on foreign aid management ,budgeting and accounting by donor funding is done					

Organizational Policies: To what extent would you agree or disagree with the following statement as relate to Donor policy. Please tick the most appropriate response

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
	AC;s policies enhances sustainability of the project	5	4	3	2	1
	Fund raising policies can sustain the project in future					
	Organizational planning horizon is adequate to promote sustainability					
	Donors/contracts structure promotes project sustainability					
	Operation and maintenance cost that is slotted in the organization's funding policies is adequate					

To what extent would you agree or disagree with the following statement as relate to project financial resources. Please tick the most appropriate response

		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	The projects get enough financial support from donors for its sustainability	5	4	3	2	1
2	Funds availed are spent strictly on the set budget					
3	Funding specifies the project that should be undertaken					
4	Funding is limited to the scope of the project undertaken					

5	Funding affects the project sustainability					
6	Funding is reliably and timely disbursed from the donor					
7	Timelines of liquidation of documents is set on the donor released funds					

Appendix III: Participants' consent letter for AC staff

My name is Isabella Ongere from Egerton University department of Peace, Security and Social Studies. This study shall interview you on issues which will include sustainability of livelihoods of beneficiaries in Kibagare, factors affecting sustainability and areas that need to be emphasized. This will only be done when you sign the section at the end of this form.

Confidentiality

The data and information collected from your organization will be held strictly confidential and will not be used for any other purpose outside the objectives of this study. Your name will not be in any report from this study.

Research benefits

The information gathered from this study will be used for planning strategic intervention programmes which will go a long way in improving livelihoods of residents in slums.

Appendix IV: Participation information

Participation is voluntary and there are no risks at all. If at any time you wish to withdraw from participating in the study, you can do so. Feel free to ask any questions which are not clear to you regarding this study any time even after consenting.

Participant statement

I, the undersigned have understood the above information which has been fully explained to me by the study team. I have agreed to voluntarily consent to participate. I was given the chance to ask questions and I received satisfactory response.

Name of the participant/respondent _____

Signature _____ Date _____

Appendix V: Sample work plan for AC staff

Date	Operational Period: FROM: __/__/____	Location of operation	Area Contact Person	Field Supervisor	
Donor Fund Code	TO: __/__/____				
Category [Tick]	<input type="checkbox"/> Human	<input type="checkbox"/> Natural	<input type="checkbox"/> Financial	<input type="checkbox"/> Physical	<input type="checkbox"/> Social
Activity Objective(s):					
Related activities (past)	(i) (ii) (iii) (iv)				
Stakeholders involvement			Important dates	Ref. documents	
Key contacts	Outstanding issues				
Additional notes					

source: Author, 2016

Key Data Analysis Outputs

2. Abstract page of published paper from thr work

Appendix VI: Research Publication

Advances in Social Sciences Research Journal – Vol.6, No.5

Publication Date: May. 25, 2019

Doi:10.14738/assrj.65.6464.

Ongere, I., Mukhwana, F., & Omboto, J. (2019). Strategies Adopted By The Adventist Centre In Enhancing Livelihood Sustainability Among Beneficiaries In Kibagare Slum. *Advances in Social Sciences Research Journal*, 6(5) 122-127.



Strategies Adopted By The Adventist Centre In Enhancing Livelihood Sustainability Among Beneficiaries In Kibagare Slum

Isabella Ongere

Fedha Mukhwana

John Omboto

ABSTRACT

A livelihood strategy is an organized set of lifestyle choices, goals and values, and activities which Non Governmental Organizations are allowed a flexibility to adopt in order to built and improve livelihoods. In spite of well documented NGO interventions towards the improvement of livelihoods of urban slum populations, effects of these projects are hardly felt after their exit. It is against this background that this paper addresses the livelihood strategies adopted by Adventist Centre to enhance livelihood sustainability among beneficiaries. The study involved 105 beneficiaries and 10 key informants selected by probability and non probability sampling method. Primary data was collected from the beneficiaries through interviews and questionnaires while secondary data was collected from the AC records such as minutes, policy documents, donor agency correspondencies, operating manual/procedures, grant approval procedures and memorandums of approval. This paper addresses the findings of this research conducted by the author at Kibagare slum, in Nairobi county, Kenya. It discusses the strategies adopted by AC, factors that affect the strategies and the strategies that were most effective and finally recommends on effective ways strategies should be adopted. Recommendations on how to ensure strategies covered all the elements that contribute to sustainable livelihoods that AC needed to develop were recommended.

Key words: Sustainability, Livelihood, Strategy, Kenya

INTRODUCTION


Approaches by NGOs who adopt strategies for livelihood sustainability should be place focused, actor oriented and context specific (Bell and Morse, 2003). While research focus has been mostly on vulnerability on poor communities, other research studies have worked, focused from a vulnerability and social security perspectives; several on disturbances and local vulnerabilities De Haan and zoomers (2005). Other investigations are also focused on adaptation that includes short term and long term sustainability. Different political governments have in place frameworks through which programs are provided. However, despite the daunting strides governments make in improving the livelihoods of beneficiaries, it is not possible to meet their optimum expectations. It is on the basis of this that NGOs are allowed a flexibility and autonomy to operate. However, some NGOs working in Kenyan slums are today more or less like business (kiosks) empires, which are quick to produce neatly authored monitoring and evaluations reports for their donors but whose real impact is rarely felt by the target populations (NGO Coordination Board).


LITERATURE REVIEW: STRATEGIES FOR ENHANCING LIVELIHOOD SUSTAINABILITY

According to (De Haan and zoomers, 2005), a livelihood concept is about individuals, households or groups making a living, attempting to meet their various consumption and

Appendix VII: NACOSTI Permit

THIS IS TO CERTIFY THAT: **Permit No : NACOSTI/P/18/87749/27118**
MS. ISABELLA NYABOKE ONGERE **Date Of Issue : 12th December,2018**
of EGERTON UNIVERSITY, 0-200 **Fee Received :Ksh 1000**
Nairobi,has been permitted to conduct
research in Nairobi County
on the topic: AN ASSESSMENT OF
ADVENTIST CENTRE STRATEGIES TO
SUSTAIN BENEFICIARY LIVELIHOODS AT
KIBAGARE SLUM, NAIROBI, COUNTY,
KENYA
for the period ending:
12th December,2019


Applicant's Signature



Director General
National Commission for Science,
Technology & Innovation

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