

DETERMINANTS OF EFFECTIVE IMPLEMENTATION OF FAMILY STRENGTHENING PROJECTS IN MOMBASA COUNTY, KENYA

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Abstract: The study focused on the determinants of implementation of Family strengthening project in Mnashaki, Mombasa County. The study was guided by four objectives: to determine the influence of professional competencies of County Children Officers and social service providers in the implementation of Family strengthening project, to assess how operational strategies influence the implementation of Family strengthening project, to examine the influence of the availability of resources in the implementation of Family strengthening project and to determine the influence of infrastructure in the implementation of Family strengthening project in Mnashaki, Mombasa County respectively. To gather information, summarise, present and to interpret, the study employed descriptive survey. The SPSS and N-vivo were employed to analyse the results. Data was analysed using questionnaire. Pilot study was conducted to ensure consistency in the findings before embarking on the research. The study adapted both quantitative and qualitative data analysis. Quantitative data was analysed by means of various statistics as well as measures of central tendency. Qualitative data was analysed using questionnaire which was transcribed and fed into the Nvivo(7), software programme. The findings were coded and tabulated. Descriptive statistics involving percentages and frequency distribution tables were used to present the findings. The findings are of significance to the stakeholders involved in the implementation of family strengthening project which include the social service providers, the Mombasa county authorities, and the targeted beneficiaries of the project in Mnashaki. Arising from the findings the study recommends amongst others that the ministry of culture and social services in conjunction with tertiary training institutions to ensure that more social service providers are professionally equipped with knowledge, skills and attitude so that they participate in supporting, solving family related problems particularly with regard to children's rights, the National Government in conjunction with Mombasa County, should ensure equity of funds allocation to facilitate the implementation of Family strengthening project in Mnashaki, Mombasa County, Mombasa county should ensure that infrastructure is favourable to facilitate the reaching out of the targeted families so as to realize the International objectives of implementing family strengthening projects.

Keywords: Family strengthening project, professional competencies, social service providers.

1. INTRODUCTION

The origin of the concept of family dates back during the pre-historic area. Since then, a family has consistently undergone both cultural and historical evolution. The family in all societies has ideal roles it plays. The family as a concept can be understood from a various view point which may include sociological, ecological and economic perspectives.

This study adapted Gunyali et al (2005) definition of a family being a basic social unit which consists of parents and children. The main function of the family is to provide for the needs of its members and enhance the community of the clan and the human race. A family can either be through biological or adoption (Jesuit, 2009). Early experiences show how we perceive the world and its dynamics and how to accommodate them. Probably, the concept of the family emanates from the creation account where God authorizes man to be fruitful and multiply (Attridge, 2017) It was from this narrative that man is given the responsibility of being the head of the family hence a woman too assumes the role of the mother and children become the product of the family. In the third world countries, the family suffers no access to education, work long hours under hazardous conditions and lacks basic needs (UNESCO, 2005) The success of a family as a system is contingent upon responsible parenthood which refers to the process of bringing up a child to become an all round person who can relate well to God and with other people in the society.

There has been an increased attention on implementation science as many agencies and organisations are moving towards promising and evidence-based programs. Europe, has put in place programs geared towards support measures like the FSP under study (Lyra, & Medrado, 2014) targeting the families. Positive parenting implies inculcating and developing desirable behavior for the children through the conduit of empowering, nurturing, and providing guidance and recognition to enable the full development of children. However, where these could be lacking the FSP becomes crucial. Drawing conclusions about family strengthening project on a global level is a most difficult responsibility. Beginning with an emphasis on the importance of the Social Service Workforce in the implementation process enables one to understand the challenges they face on a daily- basis (Lyra, & Medrado, 2014). The Social Service Workforce in strengthening initiatives entails to a variety of workers-informal and formal, professional and paraprofessional, unpaid and paid, governmental and non-governmental- that constitute the social service system contribute to promoting the rights and guaranteeing the support, protection, and care of children (Lyra, & Medrado, 2014). Providing health, education, economic assistance and support are vital components of the mandate of family strengthening projects globally.

It is apparent that many families encounter parenting challenges when it comes to the needs of children about education, health and nutrition. Koerting, et al (2013) synthesise the perceptions of professionals and parents on the barriers and facilitators of parenting programmes in the United Kingdom in their 2013 study published in the "European child & adolescent psychiatry" journal. According to Koerting et al., DBPS have a negative impact on not only children but also the community at large. To remediate this situation, early interventions are requisite.

Various studies have been conducted aimed at testing research-supported programs like FSP and their impact in real world conditions pertaining to African context demonstrate the challenges and success of family strengthening programs among other initiatives. Nhedz and Makofane (2015) discuss the experiences of 12 social service workers as providers of family preservation services. He postulates that households with vulnerable children experiences multifaceted issues which require appropriate intervention. He observes that these families have resilience, resources and strengths that social service providers need to identify and utilise to support family members.

Within the South African context, enhanced efforts to strengthen and protect needy families have been implemented through national policy development by adopting a developmental approach to social welfare. The government is focused to enhance the well-being of the poor and the disempowered families.

In Kenya, a number of studies have been conducted to establish the various challenges that social service providers encounter in implementing Family strengthening programs. Kiilu (2015) for example, cites challenges when offering child welfare, community welfare, and education related services, medical and psychiatric services, and family welfare services. Kiilu identifies accessibility to information and data by urban social service providers to be the major impediment to these. Therefore, there is a need for an informed pool of experts equipped with relevant and up-to-date information such as data on demographic trends, local communities, and disease vulnerability among others as an intervention.

According to Oino et al (2015), billions of shillings are being spent on vulnerable families with the view of improving their standard of living. However, the realization of this is hindered with donors withdrawing their financial support when the beneficiaries have just started appreciating their participation and ownership role in the project. He argues that there is a significant correlation between success and sustainability when addressing the issue of any Family strengthening project. He observes that financial, technical, economic, institutional, and social factors largely contribute to the failure of the programs sustainability. He further identifies factors, which affect the sustainability of Kenyan projects, especially for

needy families and communities. He reiterates that as much as most projects demonstrate evidence of instability during the proposal stage, this is insufficient to justify the process of sustainability. He basis his argument on political, cultural, economic and technical factors and their impact on how they sustain projects in the community. Arising from this assertion, it can be inferred that the failure is attributed to stakeholder's inefficiency in accountability and commitment. Moreso, donors fail to appreciate the role which these factors play in the implementation of the projects.

Projects implementation is usually preceded by a well-defined project plan meant to guide during the implementation stage. However variations usually arise as activities progress (Gray and Larson, 2003). According to Jugdev and Muller (2005), since implementation of a project is a complex process, it is usually good to have collective and a broad attention capturing a wider aspect of various variables like professionalism, availability of resources, methodology and infrastructure. More often each project has a unique set of success factors critical to it and paying attention to these factors and addressing them increase the chances of successful project implementation.

According to Mwangi, Nyang'wara and Ole Kulet (2015), project or program successful implementation has a great bearing on the growth and development of the native groups of a region or country. Following the promulgation of the new constitution in Kenya 2010, the Kenya government adopted two levels of Government that is the National government and County Government. The two levels of government are inter - dependent and distinct in functions with total number of counties at 47(Kenya Law reports 2010).

2. RESEARCH PROBLEM

Education is a lifelong process of acquiring knowledge, skills and attitude (Shiundu, 1992). It is crucial for the growth and shaping of human personality as a fundamental right. Hence, education as a fundamental right is likely to attract employment.

Education helps an individual develop into full potential and maturity about being self-reliant. The appropriate application of knowledge, skills and attitude is a requisite to attaining economic empowerment and accountability. Education is a vehicle through which people determine their destiny. It is aimed at improving people's economic status about per capita income. Conversely; empowering people economically helps them raise their standard of living and finally become independent and self-reliant. The success of any child is contingent upon the economic status of the parents.

Economic empowerment is meant to mobilize the efforts of the underprivileged instead of creating dependency by giving them handouts. The Mombasa county government has targeted parents in Mnashaki project to improve themselves economically to meet the rights of the child.

Mombasa county government has vested the responsibility of disseminating, education, economic empowerment and support in providing health and good nutrition to social service providers and County Children Officer's to implement Family strengthening project in Mnashaki. According to Mombasa County government 50 organizations have so far engaged in the area of Family Strengthening Projects in Mnashaki. However, 70% of the programs did not achieve their objectives due to mismanagement of funds by the social service providers and other affiliated stakeholders. The success of this programme is contingent upon academic and professional competencies in the fields of education, leadership, health and nutrition. Adequate resources too are crucial if the implementation of this project is to be successful. Both professional competencies and the availability of adequate resources are requisite in the facilitation of Family strengthening project. It is in view of this that the study investigated the determinants that affect the implementation of family strengthening project in Mnashaki, Mombasa County, Kenya.

3. OBJECTIVE OF THE STUDY

The overall purpose of this study was to investigate the determinants of implementing The Family Strengthening Project in Mnashaki, Mombasa County, Kenya.

3.1 Specific Objective of the Study

This study was guided by the following objectives:

- i. To determine how professional competencies of County Children's Officers and social service providers influence the implementation of Family strengthening project in Mombasa County.

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- ii. To assess how operational strategies influence the implementation of Family strengthening project in Mombasa County.
- iii. To examine the influence of the availability of resources in the implementation of Family strengthening project in Mombasa County.
- iv. To determine the influence of infrastructure in the implementation of Family strengthening project in Mnashaki, Mombasa County.

4. RESEARCH QUESTIONS

The study was based on the following research questions:

- i. To what extent do professional competencies of County Children's Officers and social service providers influence the implementation of Family strengthening project in Mombasa County?
- ii. To what extent do strategies influence the implementation of Family strengthening project in Mombasa County?
- iii. To what extent does availability of resources influence the implementation of Family strengthening project in Mombasa County?
- iv. To what extent does infrastructure influence the implementation of Family strengthening project in Mnashaki, Mombasa County?

4.1 Research Hypothesis

This study was guided by the following null hypotheses to be tested at the 95% level of significance:

- i. H_0 : There is no significant relationship between the education level of the Social Service providers and implementation of family strengthening projects in Mombasa County.

H_1 : There is significant relationship between the education level of the Social Service providers and implementation of family strengthening projects in Mombasa County.

- ii. H_0 : There is no significant relationship between the strategies employed by the social service providers and implementation of family strengthening projects in Mombasa County.

H_1 : There is a significant relationship between the education level of the social service providers and implementation of family strengthening projects in Mombasa County.

- iii. H_0 : There is no significant relationship between the availability of resources and implementation of family strengthening projects in Mombasa County.

H_1 : There is a significant relationship between the availability of resources and implementation of family strengthening projects in Mombasa County.

- iv. H_0 : There is no significant relationship between the state of infrastructure in Mombasa County and implementation of family strengthening projects in Mombasa County.

H_1 : There is a significant relationship between state of infrastructure in Mombasa county and implementation of family strengthening projects in Mombasa County.

5. SIGNIFICANCE OF THE STUDY

This study investigated the factors affecting the implementation of family strengthening project in Mombasa County, Kenya. The findings are of importance to the Kenya government, County children officers, social service providers and the community at large. The findings will equip the government with likely solutions on how to go about implementing global and national policies about human rights of which she is a signatory. The County Children Officer's and social service providers will equally benefit because the study will keep them abreast with the dynamic knowledge, skills and attitude in implementing the family strengthening project. The role of training and retraining social service providers and County Children's Officer's lies mainly in the hands of tertiary colleges and universities. They too must be equipped with the knowledge of challenges that County Children Officer's and social service providers encounter when interpreting and implementing policies related to human rights about family strengthening project.

The role of parents in the implementation of family strengthening project is crucial. Parents shoulder the responsibility of ensuring that children access their human rights which include education, health, shelter and security inter - alia as prescribed in the various policy documents and the Constitution of Kenya (2010). The community also must be sensitised through advocacy on its fundamental role towards children and embrace positive attitude to the need to fully participate in all educational, health, security programmes put in place within the county.

6. LITERATURE REVIEW

6.1 Literature Review

6.1.1 Professional Competencies and its Influence in the Implementation of the Family Strengthening Project

Education and training are concepts that operate concurrently. Malone and Malone (2012), asserts that in order to cope with economic changes with regard to poverty and vulnerability, education and training are requisite. Social service providers are very important and crucial in the implementation of the family oriented programmes. Hence, they require relevant knowledge and training as technical experts. Vanessa and Gala (2011) argue that the knowledge and expertise of project to undertake the implementation process is contingent upon sound, professional preparedness. In recent years, there has been an increased attention on implementation science as many agencies and organisations are moving towards promising and evidence-based programs which require professionalism in their approach.

Harington (2016) identifies two requisite components of professionalism, which are effective service delivery and self-independence. He postulates that professionalism to social service providers is paramount to the achievement of one's set objectives. The provision of social service in many communities has continued to encounter challenges during the implementation of many projects and family strengthening programs in particular. This is because there is confusion between those who provide semi-skilled services in the name of social work and those who render their services professionally after acquiring training from a reliable tertiary institution. Harington (2016) confirms this by revealing that the provision of social work as a career has not gained popularity in the training curriculum in most countries compared to other professions. However, it is worthwhile appreciating that as profession social service providers have a clearly formulated curriculum that legitimizes their career as an occupation.

6.1.2 Strategies Employed and their Influence in Implementing Family Strengthening Project

Like any other project the Family strengthening project require a properly defined and strictly followed strategy to guarantee that job is done to avoid failure or risk, Eric Mconell(2010). Appropriate application of the right and relevant strategies is crucial in providing guidance to the management. In this context social service providers and their respective CCO are managers vested with the responsibility of ensuring that the intended Family strengthening project's objectives in Mombasa County and Mnashaki in particular are realized.

The terms methodologies and strategies are used interchangeably, and their roles are intertwined. They are aimed at formulating the procedures in-depth to facilitate the framework within which the Social Service providers should operate from. This discourse suggest that the appropriate employment of the right strategies are likely to achieve amongst others within an organization to identify the need of stakeholders, cost estimates are complete, accurate and credible, identification of conflicts and their interventions and anticipated deliverables inter-alia.

The implementation of the Family strengthening project involves a number of strategies as a guide to the realization of its objectives. Some of these include mobilization, advocacy, sensitization, partnership and networking. According to Newton (2017) resource mobilization is a requisite in acquisition of resources as well as the maximum utilization of the existing ones. In the context of the study, mobilization as a strategy is a mechanism to facilitate the resources employed to implement the project. The author underlines four basic functions that strengthen the strategy. She argues that mobilization of resources is significant to a project as is evident with the Family strengthening project in Mnashaki. It further advocates for sustainability and productivity to facilitate innovation within an organization for retention within the business world.

A significant relationship exists between mobilization and sensitization strategies when we come to the implementation of the family strengthening project in any given community. In community sensitization and awareness, the key stakeholder's i.e. the members of the community should be involved in information dissemination if the objectives of the

Family strengthening project in Mnashaki are to be realized. Harrington (2006) reinforces this by stating that success in community outreach is contingent upon consistency of messages using varied materials. Personal contact not ignoring multimedia channels is equally important. This is of great significance for the social service providers in collaboration with village elders to adequately plan for effectiveness in mobilization of community resources.

Similarly, representations of partners have to be involved in the composition of the project team for monitoring and evaluation purposes. In the context of this study, Mombasa County must work in consultation with other stakeholders who share same objectives. This includes private, public and non-governmental organizations respectively. Collaboration amongst partners is likely to yield better results in terms of transparency and accountability rather than when an organization resolves to work in isolation. Since the role of the implementation of the project is vested upon the social service providers, Keyser (2007) observes amongst other significances that retaining effective partnership is requisite in ensuring that a project maintains focus.

As a strategy, networking appears at various levels with the lowest level being the neighborhood community where rapport is built. There is the exchange of contacts, information and resource sharing with one another. These kinds of relation in most cases result to job acquisition by individuals. Trade agreements and services are also initiated amongst the members. Therefore, networking is not only beneficial to social service providers but also the community at large. Abdumlingo and Mugambi (2014) suggest that most professionals in the recent past have resulted to contemporary modes of communication for their networking to deliberate on emerging issues compared to the previous methods of interacting through writing of letters, gathering in clubs and house visits amongst others. Networking as a strategy is very useful when adopted by the social service providers in Mnashaki since it is likely to significantly improve their professional competencies and keep them abreast with dynamic knowledge, skills and attitude in their career. Like any other village in the third world country, Mnashaki village require social connections to access financial resources and information about job opportunities. that are available. Hitt and Hoskisson (2007) support networking as a strategy by stating that it enhances information and resource sharing, guides the formulation of an agenda resulting to collective action within a society helps those working for social change to share resources and information, devise an agenda and engage in collective action in the community. Therefore, it is imperative for the Mombasa county government to partner with other stakeholders to support their agenda.

Abdumlingo & Mugambi (2014) summarize by observing that networking exerts political pressure to drive their agenda. The voice of the people especially the vulnerable in decision making is strengthened through networking. A strong network brings about lobbying and advocacy activities to impact on the desired changes. Last but not least advocacy is crucial so as to enable the beneficiary's access supportive services offered within their localities. Therefore, advocacy campaign is crucial particularly for the social service providers because it targets policy formulation. Madegwa (2013) observes that while system advocacy works to improves systems for individual benefit it is a strategy in problem solving for sustainability. Proponents at the system level must be cautious of societal needs while formulating policies. The various problems in Mnashaki particularly education and health must incorporate practical, policy and system activities. Advocacy programmes tend to concentrate on the improvement of the rights of a child locally and internationally. This explains why education, food and health are fundamental children's rights embraced in almost all UNESCO deliberations. In conclusion mobilization, sensitization, partnership, networking and advocacy as strategies have a correlation and cannot operate devoid of each other if the goals of any project being implemented are to be realized.

6.1.3 Availability of Resources and its influence in the Implementation of Family Strengthening Project

In program management, resources are essential to conduct program tasks effectively. These resources include facilities, equipment, funding or anything that would be needed for the completion of program activities. Social service providers constitute the human resource cadre.

Seltzer, 2014 observes that for an organization or in this context, the Mombasa county government to be stable, there must be sustainability with regard to funding of the various projects. She identifies three fundamental types of sustainability which operate concurrently for the better good of any government or organization engaging itself in a project like the family strengthening programme in Mnashaki. The first one is programmatic where delivery of goods and services by the organization meet the needs of clients and predicts other subsequent needs. In this context, it is the responsibility of social service providers in Mnashaki to ensure that the Mombasa county governments' goals are realized through making their services relevant and responsive to the needs of their clients.

Secondly there is structural sustainability characterized by transparency, accountability, good governance and conducive working environment for its employees. This argument is crucial to Mombasa county government since it is likely depending not only on the central government but other international agencies and donors who chip in to ensure that the vulnerable benefit from this type of study.

Finally, the organization utilizes different channels of revenue in its endeavor to growth and development while implementing its programmes within a project. This explains the reason why the Mombasa county government has introduced many levies on the services she provides to support this type of sustainability and in the final analysis reallocate to support such programmes like the family strengthening project in Mnashaki amongst others.

Conversely the social service providers during an implementation process provide a human resource functions which are requisite to the realization of the projects goals which include planning and design, implementation, monitoring and evaluation amongst others. To enable social service providers competently and diligently perform these duties and responsibilities, they undergo professional training.

6.1.4 Infrastructure and its Influence in the Implementation of Family Strengthening Project

Infrastructure with regard to roads, bridges, telephone lines, communication network, dams and reservoirs, water ways, health centres, schools, sanitation, waste removal inter-alia are key to any entrepreneur, non-governmental organization and to the general development of Mombasa county if she has to realize the goals and objectives implemented by the social service providers in Mnashaki.

Mbaka and Mugambi (2014) underscore the role of infrastructure in its contribution to growth and development with regard to ease mobility e.g. occupants of a given city can easily access goods and services where there are good roads and reliable communication network. Basically productivity largely depends on well-established infrastructure and hence has an impact on the overall economic growth of a town in question.

6.2 Theoretical Framework

The study adopted Abraham Maslow's hierarchy of needs (1987) and Bowen's (1988) theory of intervention.

6.2.1 Maslow Hierarchy of Needs

Maslow's hierarchy of needs is a motivational theory in psychology. He identifies five levels of needs which in a hierarchical order must be satisfied. The categories of these needs from the bottom include physiological, safety, love and belonging. The five – stage model can further be divided into deficiency needs and growth needs. Maslow argues that the satisfaction of needs must begin from lower level before proceeding to the higher. However this may not necessarily be the case in most time. Maslow concludes this theory by stating that one is able to reach the highest level of satisfaction (self – actualization) depending on the degree level of Satisfaction. Abraham Maslow hierarchy of needs theory is relevant because this study focused on vulnerable children and families in Mnashaki who for some reason are deprived or enjoys very little of these needs. Such needs in question include food, shelter, security and education. As such, they require external support to facilitate the acquisition of these needs. This explains the reason why Mombasa County government has taken initiative to attempt to ensure that children in Mnashaki through their parents get these needs. The social service providers are the major implementers of this initiative .particularly the children so that they grow socially and healthy like other children in the country.

6.2.2 Bowen Family Systems Theory

The underlying phenomenon in Bowen's family systems theory was a focus on diffusing anxiety. He argues that anxiety within a family may be caused by either being too close or apart. Thus, the level of anxiety in any family is usually determined by external stress. If family members do not have the capacity to think through their responses to relationship dilemmas, and hence react anxiously in an attempt to solve them, anxiety is likely to occur. The main objective of this theory is to reduce chronic anxiety by keeping abreast with the skills and awareness that are likely not to raise anxiety. In essence, self-change is crucial in this paradigm than struggling to change others.

In the context of this study, parents in Mnashaki are always stressed due to insufficient food, poor shelter, and health and education services. They are ever on the run looking for these not only for themselves but also for their children. Most parents in Mnashaki village survive on vicious cycle of poverty. So that they may provide for their children, they need to

change their attitudes and accept themselves the way they are. Unless this happens there is likelihood of an healthy competition between them and their children scrambling for the external support that the social service providers as implementers of the family strengthening project in conjunction with Mombasa County government is providing.

In conclusion there is a significant relationship between Maslow hierarchy of needs and Bowen’s family systems theories. Whereas the Family strengthening project targets vulnerable families, parents must put the interest of their children first because they are the leaders of tomorrow. Their future success is likely to positively impact on the standard of living in Mnashaki.

6.3 Conceptual Framework

Arising from Jessica Surgue, 2014, the model forms the basis for which the conceptual framework is derived as shown in Figure.

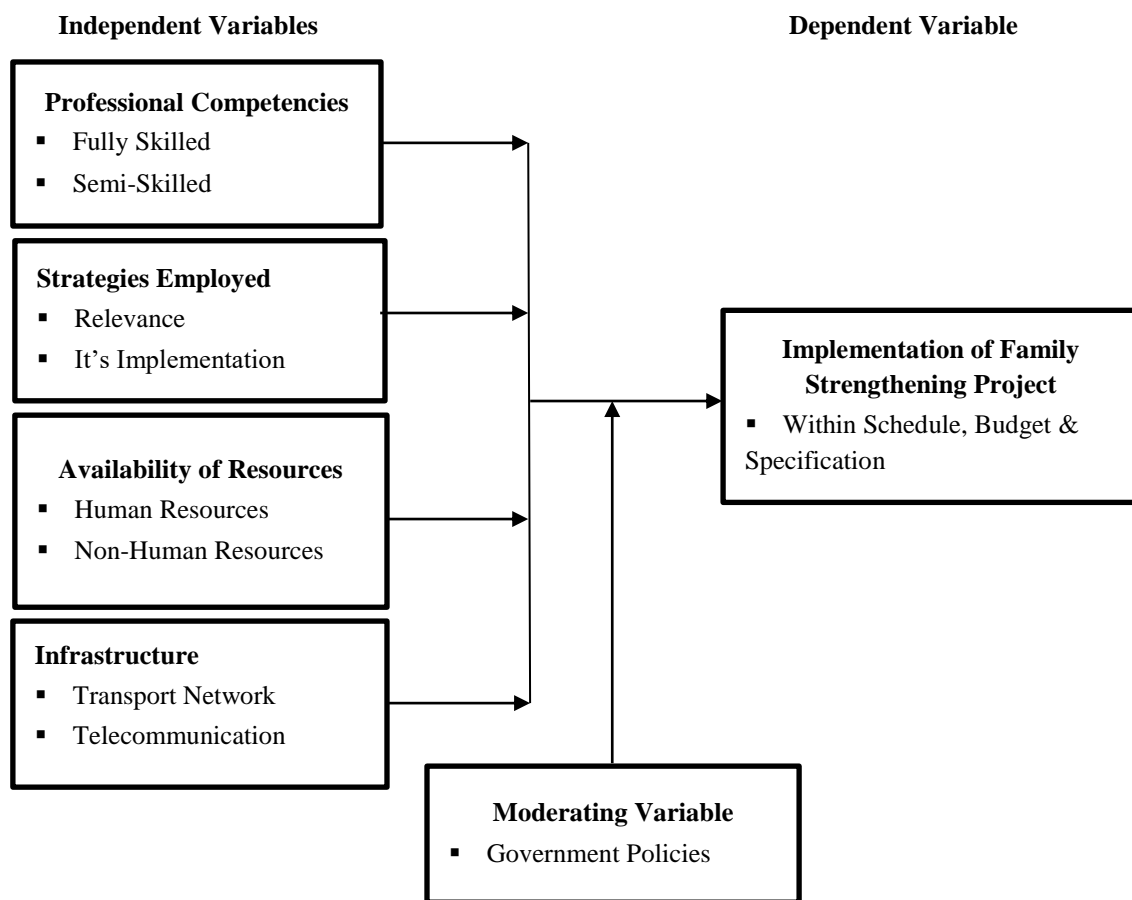


Figure 1: Conceptual Framework

According to this conceptual framework, access and participation in education are influenced by several barriers and challenges as shown in the model. The conceptual framework is based on the independent and dependent variable as illustrated. The independent variable in the study is factors affecting the implementation of family strengthening project, and the dependent variable will be Mnashaki, Mombasa County.

In this conceptual framework intervening variables are strategies and perception. The success of the implementation of the family strengthening project is contingent upon the availability of both human and material resources. Human resources will likely ensure that the recruited candidate in this case social service providers have the requisite professional preparedness to implement the project.

To be effective, the social service providers must adequately be trained and retrained, and their welfare catered for. They also must regularly attend refresher courses, seminars and conferences on a family strengthening programme. There must

be an interactive relationship to facilitate team working within a safe environment. Human resources too must keep abreast with policies and legislation of their ethical and moral obligations which will guide them when implementing the project within a family set up. Conversely, finance as a resource is crucial in implementing any project like the Family strengthening project under study. Before venturing in business, an entrepreneur needs to have enough resources to facilitate transaction in order to succeed in the project. It will be interesting to establish if Mombasa County Government has allocated sufficient funds to facilitate the realisation of family strengthening project objectives.

Economic empowerment, education, health and security services which are the core objectives of the family strengthening project depend on the availability of finances which may be issued either in liquid form or through micro-financing. Like any other project, implementation of family strengthening project requires professional competencies to be able to accurately interpret policies, legal documents and the County by-laws. To achieve the intended objectives, training is a requisite because of its functions of keeping the County Children Officer's and social service providers abreast with the dynamic knowledge, skills and attitude.

As an independent variable, infrastructure resonates a significant role in economic growth and development. (Hill, 2010) supports this assertion by bringing out very clearly that with well-established infrastructure movement within regions are less expensive and productivity is faster. The quality of infrastructural network is likely to create equality with regard to income since everyone has an opportunity to work hard and move smoothly transacting businesses hence in the final analysis improve our gross domestic product as per capita income. This is possible through a well designed and developed transport systems and communications. Therefore the role of roads, railway lines, ports and air transport cannot be ignored since they determine the time and speed within which an economy of a given country has to grow. Also good communication network is requisite in enhancing quick decision making in matters related to economy.

In essence well established infrastructure is key to economic growth and development it will, therefore, be interesting to find out how infrastructure as an intervening variable, has facilitated the implementation of the family strengthening project in Mombasa County. Arising from this conceptual framework, it is evident that the efficiency in the implementation of family strengthening project is dependent upon predictive variables such as County Children Officer's and social service providers professional competencies, preparedness, resources, attitude and infrastructure

7. RESEARCH METHODOLOGY

7.1 Research Design

This study adopted a descriptive survey design. Descriptive survey designs are used in preliminary and exploratory studies to allow the researcher to collect data, summarise, present and interpret the study for clarification (Orodho 2008). The descriptive design is preferred because it describes key features of an occurrence, people, society or a target population (Chandaran, 2004).

The study adopted this design because it is favored by many social scientists due to its ability to produce authentic information. (Mugenda and Mugenda 2003). The design is also good for large population. Descriptive research design elicits direct data and creates room for comprehensive response.

The design enabled the researcher to internalize the concept of the impact of the Family Strengthening Programme as is put in place by the Mombasa County Government compared to other designs. It was used to elicit information on the requisite academic training of CCO's and social service providers; use of adequate resources and the pedagogical challenges encountered by CCO's and social service providers in the implementation of Family Strengthening Project.

7.2 Target Population

The target population involved all the hundred social service providers, ten (10) village elders and their respective County Children's Officer's from all the four sub-counties that constitute the Mombasa County. Social Service providers were chosen for this study because they are the major agents in the implementation of Family Strengthening Project. Social Service Providers are also in direct contact with various families who are the beneficiaries of the programme and hence their responsibility to manipulate them for effective implementation of Family Strengthening Project. County Children's Officers were vital to this study because they play both supervisory and managerial roles to the Social Service Providers. Therefore, County Children's Officer's may facilitate or hinder effective implementation of Family Strengthening Project.

7.3 Sampling size and Sampling Procedure

The sample was selected from 100 Social Service Providers, 50 Village Elders, 80 parents, 1 NGO body and 1 County children officer. Social Service Providers were randomly selected from the target population of 100 Social Service Providers and 5 Village Elders from a target population of 50 Village Elders. 40 out of 80 parents were also randomly selected for the study. 1 County Children Officer and 1 NGO body were purposively sampled as respondents. To objectify this data see table labelled 1

Table 1: Sample Size Table

Category	Target Population	Sample Size	Percentage
Social Service Providers	100	20	20
Village Elders	50	5	10
Parents	80	40	50
County Children Officer	1	1	100
NGO Management Body	1	1	100
Total	232	67	28.88

In quantitative survey design, sample size and dealing with response bias is inevitable. The researcher used 28.88% this is because it is simpler to elicit information from a smaller population than otherwise. (Holton and Burnett, 1997). The design attempted to minimise both alpha and beta error that may occur. This will be achieved by making the questionnaire concise and easy to understand.

The researcher established that there are only five (5) Sub County CO's, fifty (50) Charitable Children's Institutions with a population of hundred (100) social service providers, ten (10) village elders, eighty (80) poor and vulnerable parents and one (1) NGO body involved in the implementation of Family Strengthening Project in Mombasa County. Mugenda (2003), suggests at least 20% of the population as the minimum reliable size to legitimize the validity of research findings. The study sample involved 28.88% above what Mugenda has recommended as sample representation. To ensure that all Social Service Providers and Village Elders have an equal representation as a member of the sample, simple random sampling was employed. Four Social Service Providers and Five Village Elders will randomly be selected from each sub county. The researcher obtained names from the hundred Social Service Providers and 50 Village Elders. The names of Social Service Providers and Village Elders were written on slips of paper. They were folded and using lottery method 20 slips of Social service providers were picked. Labelled slips were written down, and formed the sample for the study.

The same method was applied for Village Elders and Parents where five slips using the lottery method were picked. The names of Village Elders and parents appearing on the slips were written down, and they formed the sample to be used in the study.

Considering that five sub counties were involved in the study, one CCO representing Mombasa County was purposively selected for the study. This is because one children officer is manning the whole county. Consequently, one NGO body who seem to have interest in the study locale was also purposively selected to participate.

7.4 Data Collection instruments

This study made use of questionnaire and observation checklist to elicit information from the respondents. According to Mugenda (2003) and Orodho (2009), a questionnaire was used to obtain objective data. This is because of its power to elicit information within a shorter time. More so, a questionnaire is standardised in the sense that every respondent gets the same question, and it is usually anonymous.

Mixed type of questionnaire was employed to elicit information from the respondents. The Questionnaire comprised of five sections A to E respectively.

7.5 Data Collection Procedure

Permission was obtained from the University of Nairobi Research Board that provided for an introductory letter to conduct the study. The researcher visited each of the randomly selected 23 Social Service Providers and one purposively selected CCO for the familiarisation and making appointments before the instruments were administered. On the second

visit, the researcher personally administered the questionnaire to each of the respondents. This overcame possibility of respondents discussing amongst themselves and the appropriate answers to write. When responding to the questionnaire, the respondents were requested to study each item carefully and answer it 'appropriately in writing. Enough time was given to respond to the items in the questionnaire.

The purpose of the study was disclosed to the respondents.

7.6 Data Analysis

This study employed both quantitative and qualitative data analysis as strategies for data presentation respectively. Quantitative data was crucial for this study because of its power to produce quantifiable data which is generalised in larger population for the purpose of testing hypothesis. (Anderson and Taylor, 2009). Descriptive statistics of percentages and frequency distribution tables were employed to draw inference from the findings of the questionnaire.

Conversely, qualitative analysis was significant to this study because subtleties and complexities about the research subjects or topic are discovered that are often missed by more positivistic enquiries. Issues can be examined in detail and in-depth as the research framework and direction can be revised as new information emerges. The data based on human experience that is obtained is more compelling than quantitative data while the findings are transferable to another setting (Claire Anderson, 2010). Qualitative data from all the questionnaires was transcribed and then entered into the software programme, Nvivo (7).

Upon completion of data collection, data analysis was done using a computer programme; the statistical package analysis for social sciences version 20 (SPSS). Findings from the analysis facilitated the manipulation of large data effectively. The data was reported and presented into percentages, mean, standard deviation as well as frequency tables.

8. RESEARCH FINDINGS AND DATA ANALYSIS

8.1 Influence of Social Service Providers Professional Competencies in the Implementation of Family Strengthening Project

The study sought to know how well the social service providers were academically prepared and professionally. 15% of the SSP had certificates, 60% had diplomas, 20% had a degree and only 5% had a masters degree. The information infers that majority of the social service providers had the requisite qualifications to conduct family strengthening project in Mnashaki.

Table 2: Professional Competencies of social service providers

Highest Professional Qualification	Number of Social Service Providers	Percentages
Certificate	3	15
Diploma	12	60
BA	4	20
MA	1	5
Total	20	100

The researcher proceeded to ask the respondents about the relevance of their education in the implementation of family strengthening project in Mombasa County, Kenya. From table 2 most of the respondents believed that their education was vital for conducting their job (mean 3.45). Most of the respondents believed there was a connection between what they learnt in class and what was on the actual ground (mean 3.5). A majority of the respondents believed that there was need for refresher courses through in-service training (mean 4).

Table 3: Education as a factor in implementation

		SD	D	N	A	SA	Mean	SD
1	I strongly believe my education prepared me for the job	10%	10%	20%	45%	15%	3.45	.6847
2	There is a connection between theory and practice	15%	5%	35%	30%	20%	3.5	.6012
3	In-service training is beneficial to my practice	0	10%	15%	40%	35%	4	.7843

Stating the hypotheses at 95% significance level:

H₀: There is no significant relationship between the Professional competencies of the Social Service providers and implementation of family strengthening projects in Mnashaki, Mombasa County.

H₁: There is significant relationship between the Professional competencies of the Social Service providers and implementation of family strengthening projects in Mnashaki, Mombasa County.

Table 4: Testing of the First Hypothesis on the relationship between professional competencies of the social service providers and implementation of family strengthening projects in Mombasa County

Chi-Square Tests		Value	df	Asymp. Sig. (2-sided)	
Pearson Chi-Square		58.419 ^a	16	.002	
Likelihood Ratio		34.764	16	.000	
Linear-by-Linear Association		.025	1	.875	
N of Valid Cases		100			

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .50.

b.

Symmetric Measures		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.016	.090	-.156	.876 ^c
Ordinal by Ordinal	Spearman Correlation	-.037	.100	-.367	.714 ^c
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Results from the Chi-square table:

$$\chi^2_c = 58.419 > \chi^2_{0.05, 16} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 58.419 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, professional competencies of the social service providers affect the implementation of family strengthening projects in Mnashaki, Mombasa County, Kenya.

8.2 Operational Strategies employed to implement Family strengthening project.

There are different ways in which the social service providers would use to ensure that their work is done effectively. Table 5 shows the responses of the social service providers. Most of the SSPs preferred using sensitization (16) and mobilization (18). The least preferred method in the implementation of the FSP was networking (2)

Table 5: Strategies employed to implement Family strengthening project

STRATEGIES USED BY SOCIAL WORKERS	No. of SSPs (Out of 20)	Percentage
Advocacy	6	30
Sensitization	16	80
Mobilization	18	90
Networking	2	10
Partnerships	14	70

The researcher sought to know the attitudes that the social service providers had towards the family strengthening projects. The study revealed the attitudes that the service providers had influenced the strategies employed. According to the social service providers most of the parents (mean 3.45) had a positive attitude towards the family strengthening projects. Most respondents felt that FSP is beneficial while the minority (mean 3.45) were discordant with the findings. A

majority of the SSPs (mean 3.55) believed communication with the parents was important. Most of the respondents did not believe in maintaining communication with their partners (mean 1.88). Most of the SSPs believed that the County Government of Mombasa had a role to play when it came to the FSPs (mean 3.8). Table 6 shows the attitudes of the SSPs on a likert scale of

Table 6: Attitudes towards Family Strengthening Projects

	SD	D	N	A	SA	MEAN	SD
1 Parents have a positive attitude towards FSP	20%	10%	5%	35%	30%	3.45	.6483
2 I strongly believe FSP implementation is beneficial	10%	25%	15%	40%	40%	3.45	.6329
3 Communication with parents is important	10%	15%	10%	10%	25%	3.55	.6542
4 Good communication with my partners is to be maintained	40%	35%	15%	10%	0%	1.8	.8921
5 The county government has an important role to play when it comes to FSP	5%	10%	15%	40%	30%	3.8	.7893

Stating the hypotheses at 95% significance level:

H₀: There is no significant relationship between the strategies employed by the social service providers and implementation of family strengthening projects in Mnashaki, Mombasa County.

H₁: There is a significant relationship between the education level of the social service providers and implementation of family strengthening projects in Mnashaki, Mombasa County.

Table 7: Testing of the second hypothesis on the influence of operational strategies in the implementation of Family strengthening project in Mnashaki, Mombasa County.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	63.754 ^a	16	.000
Likelihood Ratio	46.960	16	.000
Linear-by-Linear Association	2.599	1	.107
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .50.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	-.162	.087	-1.626	.107 ^c
Ordinal by Ordinal Spearman Correlation	-.184	.092	-1.858	.066 ^c
N of Valid Cases	100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Results from the Chi-square table:

$$\chi^2_c = 63.754 > \chi^2_{.05, 16} = 22.307 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 63.754 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, strategies employed by the social service providers affect the implementation of family strengthening projects in Mnashaki, Mombasa County.

8.3 Influence of Availability of Resources in the Implementation of Family Strengthening Project

Resources are necessary when implementing a project. The researcher sought to know whether there was availability of the necessary resources which would facilitate the implementation of the family strengthening projects. Table 8 indicate that one (5%) social service provider reported that there are sufficient resources to implement the Family strengthening project and 6(30%) reported that the resources were adequate however most respondents 13(65%) reported that the resources were inadequate.

Table 8: Adequacy of the Resources as per the Respondents

	No. of Social Service Providers	Percentages
Very Adequate	1	5
Adequate	6	30
Inadequate	13	65
Total	20	100

Table 9: Attitudes towards Resources

Resources	SD	D	N	A	SA	MEAN	SD
1 There is an availability of resources	35%	15%	20%	25%	5%	2.5	.5642
2 Current resources are adequate for completion of the work	40%	30%	15%	15%	0%	2.05	.6437
3 Availability of resources should be a priority for the county government	10%	5%	0%	45%	40%	4	.5327

The researcher sought to know what attitudes the SSPs harbor towards the family strengthening programmes in relation to the infrastructure. The respondents stated that the resources were not available as expected (mean 2.5). The respondents also stated that the resources that are currently available are not adequate for the completion of the work (mean 2.05). A majority of the respondents believed that the county government of Mombasa should prioritize on resource allocation towards FSPs (mean 4).

Stating the hypotheses at 95% significance level:

H₀: There is no significant relationship between the availability of resources and implementation of family strengthening projects in Mnashaki, Mombasa County.

H₁: There is a significant relationship between the availability of resources and implementation of family strengthening projects in Mnashaki, Mombasa County.

Table 10: Testing of the Third hypothesis on the influence of availability of resources in the implementation of Family Strengthening Project in Mnashaki, Mombasa County

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	63.857 ^a	16	.000
Likelihood Ratio	52.569	16	.000
Linear-by-Linear Association	10.643	1	.001
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .50.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.328	.068	3.436	.001 ^c
Ordinal by Ordinal Spearman Correlation	.315	.085	3.289	.001 ^c
N of Valid Cases	100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Results from the Chi-square table:

$$\chi^2_c = 63.857 > \chi^2_{0.05, 16} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 63.857 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, availability of resources influences the implementation of family strengthening programs in Mnashaki, Mombasa County.

8.4 Influence of Infrastructure in the Implementation of Family Strengthening Project

Most respondents 13(65%) reported that the communication in Mnashaki is inefficient. 4(20%) respondents were neutral on the infrastructural status in Mnashaki but only 3(15%) reported that the infrastructure was efficient. None of them (0%) felt that the infrastructure was very efficient.

Table 11: Efficiency of Infrastructure

	No. of Teachers	Percentages
Very Efficient	0	0
Efficient	3	15
Neutral	4	20
Not Efficient	13	65
Total	20	100

Table 12: Attitudes towards Infrastructure

1	State of infrastructure influences my work	15%	10%	5%	40%	30%	3.6	.6972
2	It is easily manageable with current state of infrastructure	40%	35%	15%	10%	0%	1.95	.8481
3	County government of Mombasa should improve on the infrastructure	0%	25%	20%	10%	45%	3.75	.7283

The researcher let the respondents give their opinions on the state of infrastructure. Majority of the respondents stated that infrastructure played a critical role in their work (mean 3.6). Most of the respondents disagreed that they could complete their tasks with the current state of infrastructure (mean 1.95). Most of the respondents believed that the County government of Mombasa should work on improving the current infrastructure (mean 3.75).

Stating the hypotheses at 95% significance level

H₀: There is no significant relationship between the state of infrastructure in Mnashaki, Mombasa County and implementation of family strengthening projects in Mnashaki, Mombasa County.

H₁: there is a significant relationship between state of infrastructure in Mnashaki, Mombasa County and implementation of family strengthening projects in Mnashaki, Mombasa County.

Table 12: Testing of the Fourth hypothesis on influence of infrastructure in the implementation of Family Strengthening Project in Mnashaki, Mombasa County

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.964 ^a	16	.000
Likelihood Ratio	72.974	16	.000
Linear-by-Linear Association	2.154	1	.142
N of Valid Cases	100		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .40.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	-.148	.077	-1.476	.143 ^c
Ordinal by Ordinal Spearman Correlation	-.150	.091	-1.507	.135 ^c
N of Valid Cases	100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Results from the Chi-square table:

$$\chi^2_c = 49.964 > \chi^2_{0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 49.964 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, availability of infrastructure influences the implementation of family strengthening projects in Mnashaki, Mombasa County.

9. DISCUSSION OF KEY FINDINGS

The study sought to investigate the determinants of Implementing Family strengthening Project in Mnashaki, Mombasa County. The first objective was to determine the influence of professional competencies of County Children Officer's and Social service providers in the implementation of Family strengthening project in Mombasa County. A hypothesis was set to establish if there is a relationship between the education level of the Social service providers and the implementation of Family strengthening project. Arising from the findings it is evident that there is significant relationship between the education level of the Social service providers and the implementation of Family Strengthening project. This is consistent with Adoyo (2007) who posits that in Kenya Social service providers are supposed to be mostly degree holders in Social work so as to effectively match the international expected standards.

The second objective was to assess how operational strategies influence the implementation of Family strengthening project in Mnashaki, Mombasa County. A hypothesis was conducted to test this. The findings reveal that there is positive relationship between operational strategies and the implementation of Family Strengthening Project. This is harmony with Newton (2017) who reiterates that that resource mobilization is a requisite in securing new and additional resources for an organization. It also involves making better use of, and maximizing existing resources. Mobilization is crucial in facilitating resources to achieve the objectives of the project. Sensitization is equally important as a strategy in influencing the success of the project. Harrington (2006) holds that community outreach require the involvement of variety of material, personal contact and social media channels.

The third objective was to examine the influence of the availability of resources in the implementation of Family strengthening project in Mnashaki, Mombasa County. A test of the hypothesis was conducted and showed that there was a positive relationship between availability of resources and implementation of Family strengthening project. Seltzer (2014) identifies various types of sustainability with regard to the role of resources in the implementation and success of any project with an organization. She underscores programmatic, financial and institutional sustainability as requisite in the effective implementation of a project.

Finally, the study sought to determine the influence of infrastructure in the implementation of Family strengthening project in Mnashaki, Mombasa County. A test of hypothesis was conducted and revealed that there was a positive relationship between infrastructure and the implementation of Family strengthening project. Mbaka and Mugambi (2014) underscore the role of infrastructure in its contribution to growth and development with regard to ease mobility e.g. occupants of a given city can easily access goods and services where there are good roads and reliable communication network. Basically, productivity largely depends on well-established infrastructure and hence has an impact on the overall economic growth of a town.

Arising from this discourse it is clear that Mnashaki villages has poor infrastructure, which likely hinders the facilitation of the family strengthening project. If the Social service providers have to realize the objectives in this study, infrastructure is paramount. In essence, this rationalizes why the Mombasa county government initiated this particular project so that other beneficiaries could enjoy similar equity in terms of infrastructural development.

10. CONCLUSION AND RECOMMENDATIONS

10.1 Conclusions

Arising from the foregoing findings of the study, it is evident that the Mombasa County Social Service Providers encounter challenges in the implementation of the family strengthening project in Mnashaki. This includes professional competencies, operational strategies, inadequate resources and poor infrastructure.

10.2 Recommendations

The following recommendations based on the findings of this study have been made:

1. The Ministry of culture and social services in conjunction with tertiary training institutions to ensure that more social service providers are professionally equipped with knowledge, skills and attitude so that they participate in supporting, solving family related problems particularly with regard to children's rights.

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2. The Mombasa county government to encourage social service providers to have favorable perception and attitude towards their work through seminars, conferences and motivational talks.
3. The Mombasa County to encourage social service providers to embrace alternative methods such as advocacy, sensitization, mobilization, networking and partnership to implement family strengthening project.
4. The Mombasa County should ensure that infrastructure is favorable to facilitate the reaching out of the targeted families so as to realize the International goals and objectives of implementing family strengthening projects.
5. The National Government in conjunction with Mombasa County should ensure equity of funds allocation to facilitate the implementation of family strengthening project in Mnashaki, Mombasa County.
6. The National Government to formulate clear policies and legislation to guide how funds allocated to family strengthening project to the county government through the ministry of culture and social services is utilized strictly for the purpose intended.

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