EFFECT OF SUSTAINABILITY STRATEGIES ON PERFORMANCE OF ORPHANAGE HOMES IN NAIROBI COUNTY, KENYA

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ABSTRACT

The environment in which Orphanage Homes operate in is dynamic and changing; meaning that the organizations that will embrace change it's the one that will survive. There is need to make sound decisions at present in order to avoid limiting the choices of generations to come. The purpose of this study was to establish the effects of sustainability strategies on performance of orphanage homes in Nairobi County, Kenya. The specific objectives included: establishing the effect of collaboration strategy on performance of orphanage homes in Nairobi County; determining the effect of revenue generation strategies on performance of orphanage homes in Nairobi County; evaluating the relationship between strategic leadership strategies and performance of orphanage homes in Nairobi County; and assessing the effect of donor relationship management strategies on performance of orphanage homes in Nairobi County. The research used descriptive survey. The researcher targeted 38 orphanage homes operating in Nairobi County. Following the small population of the study, the researcher conducted a census study where all members of the population were included in the study. The researcher collected data through questionnaires. The questionnaires were closed-ended to avoid biasness. The study used mean, standard deviation, percentage and frequencies and multiple regression analysis to establish the relationship between the dependent and independent variable. The study found out that collaboration strategy influence the performance of orphanage homes positively, revenue generation strategies had a positive effect on the performance of orphanage homes, strategic leadership had a positive relationship with the performance of orphanage homes and donor relationship management strategy influences the performance of orphanage homes positively. The study conclude that high rating of success of the collaborative arrangements in implementation of projects could be explained by the fact that organizations are driven by the need to succeed within the limitations of scarce resources and therefore put in extra effort to ensure the success of their operations and that the aspects of managerial skills that influence management of the children home to a great extent include manager's innovativeness and motivation of employees. The study recommends that through the nurturing of their collaborative arrangements organizations would enjoy a higher bargaining power more cost-effectively, the management of the children's homes should increase their income sources and provide a friendly environment and sponsor project.

Key Words: *sustainability strategies, performance, orphanage homes, Nairobi County, Kenya*

INTRODUCTION

The survival of any organization in the current world has become almost impossible to predict because of the ever changing business environment. Globalization, internationalization of firms coupled with advancements in information, communication and technology have revolutionized the way organizations operate (Bowman, 2011). In order for firms to be competitive and sustainable in such an environment, they have to rethink their strategies. According to Ojahanon, Akionbare and Umoh, (2013) most organizations would develop strategies to guarantee their survival; Orphanage Homes are also not left out as they also want to survive in the long run by accessible the much needed financial and other material support for their various programs.

Sustainability involves taking action to provide a future where the environment and living conditions are protected and enhanced (Besel, Charlotte and Klak, 2011). The number of nongovernmental and welfare organizations across the world has increased because of the existing gap between governments ability to provide basic needs for its citizens (Okorley and Nkrumah, 2012). However, not all NGOs have access to the required resources to run their programs as the donors have preference for some compared to others. In order to ensure that the programs started by these NGOs are sustainable, NGOs have to develop several sustainable strategies (Omeri, 2015). In implementing sustainability practices, Orphanage Homes manages risks to the environment, and risks to the communities. To this end, Orphanage Homes seeks to use funds efficiently and effectively, promote the health, food, shelter, clothes and education of the orphans, and operate in a way that benefits them.

Sustainability is concerned with an institutions ability to continue running its operations into the unforeseen future without facing financial challenges. Sustainability strategy is the positioning of an organization within the external environment and its flexibility to adapt to changes in this environment. It is individual staff capacities, skills and aptitude, and their collective synergies and the organizational capacities to attract and retain a staff body and individual staff of the caliber or potential caliber necessary for running programmes effectively (Elliott, 2012).

Sustainability is about effectiveness of the organization. For sustainability to be realized in a firm or organization there must be clear direction and scope over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Owolabi, & Makinde, 2012). Sustainability Strategy involves crafting strategies that take into consideration both efficiency and effectiveness. The organization must remain relevant in the foreseeable future (Hammer, 20 12). Internationally, Schenk, Michaelis, Sapiano, Brown and Weiss (2010) conducted a study on improving the lives of vulnerable children by looking at the implications of horizons research among orphans and other children affected by aids. It was established that there was need for the institutions to collaborate to ensure that the welfare and the lives of vulnerable children is better.

Performance is a process which contributes to the effective management of individuals and teams in to achieve high levels of organizational performance. Performance traces its origin to three approaches to management namely merit rating, management by objectives and performance appraisal. These systems have been operated as a top-down approach incorporating an annual meeting that dwelt on the past and were used mainly to determine merit pay (Owalla, 2011). Gathoni (2012) defined performance as the integration of employee development with result-based assessment and it encompasses performance appraisal, objective setting, appropriate training and development, and performance-related pay. Most organizations have an elaborate performance management framework that is part of their wider Human Resource management structure. Performance focuses on the jobs, tasks, structures and procedures. Coles (2014) indicated that the performance management system enables individuals develop their abilities, increase their job satisfaction and achieve to their own benefit and that of the organization as a whole.

Performance management has been the main vehicle which managers communicates what is required from employees and gives feedback on how well they are achieving job goals. There has been confusion around the term performance management, with the term being substituted for tools of performance management such as performance appraisal or performance related pay (Bevan & Thompson, 1991). However according to a survey Armstrong and Baron (2014) they found that the term encompassed a range of activities clustered around areas of development and reward, and also as a vehicle to integrate a number of activities focused on individual contribution, such as career planning, talent management, learning and development.

STATEMENT OF THE PROBLEM

The environment in which Orphanage Homes operate in is dynamic and changing; meaning that the organizations that will embrace change it's the one that will survive. The pace of change is accelerating and all home orphanages if they are to benefit from continued survival must be prepared not only to respond to, but to anticipate the change (Flemming 2013). Organizational sustainability strategies depend on the determination by the management to position the organization well enough to fit into the environment. There is needed to make sound decisions at present in order to avoid limiting the choices of generations to come. When an organization consumes virtually all its assets to serve the present users, it denies the benefits of the organization's service to future users (Elliott, 2012). Sustainability strategies helps in many ways, it retain top talent and increase employee satisfaction, proactive management of business risks, product or service differentiation, reduce operating and manufacturing costs and enhance image, reputation and brand recognition.

Several studies have been conducted on effect of sustainability strategies on performance. For instant Maffini, Kruglianskas and Scherer (2013) did a study on strategies for Sustainable Business and Performance in Brazilian Industrial Companies. The results conclude that the Brazilian companies are enlarging their participation in the international market. Eccles, Ioannou and Serafeim (2014) discussed on the impact of corporate sustainability on organizational processes and performance. Findings indicated that the boards of directors of these companies are more likely to be formally responsible for sustainability and top executive compensation incentives are more likely to be a function of sustainability metrics. Mukanga (2011) examined a study on sustainability strategies adopted by international NGOs in Nairobi, Kenya. The study found out that international nongovernmental organizations adopt various strategies that sustain them. There was no study that has focused on the effects of sustainability strategies like collaboration, revenue generation, strategic leadership and donor relationship management of orphanage homes in Kenya. This presented a gap in knowledge that this study intended to fill on the effect of sustainability strategies on performance of orphanage homes in Nairobi County, Kenya.

GENERAL OBJECTIVE

The main objective of this study is to establish the affects of sustainability strategies on performance of orphanage homes in Nairobi County, Kenya.

SPECIFIC OBJECTIVES

1. To establish the effect of collaboration strategy on performance of orphanage homes in Nairobi County.
2. To determine the effect of revenue generation strategies on performance of orphanage homes in Nairobi County.
3. To establish the effect of strategic leadership strategies on performance of orphanage homes in Nairobi County.
4. To assess the effect of donor relationship management strategies on performance of orphanage homes in Nairobi County.

THEORETICAL REVIEW

Welfarist Theory

This theory was developed by Sen (1979) which mainly focus on reaching the poor with credit. Their emphasis is on achieving greater depth of outreach rather than just reaching a large number of clients (Brau and Woller, 2004). Therefore, welfarists view microfinance as established for poverty reduction and depth of outreach should be given a higher priority. The deficit in operations should be filled with donor and government support or social investors (Woller, 1999). It is from the welfarists perspective that many groups especially non-governmental organizations (NGOs) argue about the existence of trade-off between sustainability (profitability) and outreach because the poorest are ineffective to reach when profitability is considered that calls for continued dependence on donations (Paxton, 2002).

The proponents of poverty lending evaluate sustainability of Microfinance Institutions (MFIs) based on MFIs contribution to social welfare of the orphans. Murdoch (2000) and Woller (2004) argued that MFIs can achieve sustainability and continued operations without achieving self-sufficiency regardless of donor support or not. They support their argument by considering any subsidy to or finance injected in MFIs as equity invested by social. This theory is relevant to this study since it show that we should mainly focus on reaching the poor with credit. This will help home orphanages to achieving greater depth of outreach rather than just reaching a large number of clients in sustaining strategies on performance. This theory supports the objective of the study touching on the revenue generation strategies which enable the organizations in meeting their financial needs as and when they fall due.

Theory of Constraints

Theory of Constraints (TOC) was created by Goldratt (1984). The TOC is an organizational change method that is focused on profit improvement. The essential concept of TOC is that every organization must have at least one constraint. The theory says that every system, no matter how well it performs, has at least one constraint that limits its performance – this is the system's weakest link. A constraint is any factor that limits the organization from getting more of whatever it strives for, which is usually profit. The theory also says that a system can have only one constraint at a time, and that other areas of weakness are non-constraints until they become the weakest link. Goldratt (1984) focuses on constraints as bottleneck processes in a manufacturing organization.

However, many non-manufacturing constraints exist, such as market demand, or a sales department's ability to translate market demand into orders. The theory is most useful with important or frequently-used processes within the organization. The TOC defines a set of tools that change agents can use to manage constraints, thereby increasing profits and improving in performance. Most businesses can be viewed as a linked set of processes that transform inputs into saleable outputs. TOC conceptually models this system as a chain, and advocates the familiar adage that a chain is only as strong as its weakest link. Since the focus only needs to be on the constraints, implementing TOC can result in substantial improvement without tying up a great deal of resources, with results after three months of effort. Constraints can involve people, supplies, information, equipment, or even policies, and they can be internal or external to an organization. This theory supports the strategic leadership and donor relationship management which all present constraints that need to be well managed if an organization is to realize set objectives.

Resource Based View Theory

This theory was provided by Wernerfelt (1984) which argues that any form of sustainable competitive advantage that a firm may develop results from the unique resources endowment of the firm. Sanchez (2002) proposes that an analysis of a firm's internal strengths and weaknesses should address the four questions on the value and rareness of a resource, ease of immutability of a capability and resource, and organizations capability to exploit its resources. The organization determines the value, rareness, immutability to ensure sustainability of resources that are required during the period of strategy implementation process. The key concept in the RBV framework is the identification of properties of resources that are necessary in creating a competitive advantage to ensure effective strategy formulation, implementation, growth, sustainability and earn above average profits. According to Peteraf and Barney (2003), firm's resources must be heterogeneous. The resources and capabilities that a firm develops, for its value creation and strategy implementation processes must be distinctive and different from the resources used by or available to other firms. Secondly, the heterogeneous resource that makes a firm successful must originate in imperfect factor of markets, which means that a competing firm either cannot acquire the distinctive resources that a successful firm posses or must pay such a high price for such a resource or capability to an economic profit. This theory supports the objective on collaboration strategy which presents an organization with a network that if well utilized will improve the performance.

EMPIRICAL REVIEW

Effect of Collaboration Strategy on Performance

Apostolakis (2012) conducted a study on strategy for collaboration: An operational framework for local strategic partnerships in Leicester, East Midlands. The principal aim of this paper was to contribute to this subject area through the framework of collaborative strategy. The framework was used as an interpretative concept for understanding the operation of local strategic partnerships in urban regeneration, in particular their organisational structure. The researcher used a mixture of interviews, observation, and documentary data. The findings show that the concept of collaborative strategy provides a useful tool for understanding partnership working.

Todeva and Knoke (2015) discussed on strategic alliances and models of collaboration in United Kingdom (UK). The purpose of this study was to engage in a comprehensive review of the research on strategic alliances in the last decade. Design/methodology/approach methods were used. After presenting a typology of diverse alliance governance forms, the study reviewed recent analyses of alliance formation, implementation management, and performance outcomes of collaborative activities. Findings indicate that strategic alliances developed and propagated as formalized inter-organizational relationships.

Revenue Generation Strategies on Performance

Andreas (2013) conducted a study to determine flat rate revenue percentages for the sectors or subsectors within the fields of ICT, research, development and innovation and energy efficiency to apply to net revenue generating operations co-financed by the European Structural and Investment Funds. The objective of the study is to determine the flat rate revenue percentages for sectors or sub-sectors within the fields of Information and Communication Technologies (ICT), Research, Development and Innovation (RDI), and Energy Efficiency (EE) that should be applied to revenue-generating operations co-financed by the European Structural and Investment (ESI) Funds over the period 2014-2020. The study used a description and quantification analysis. Operations were exempted because the total cost was less than EUR 1,000,000, 27% of total operations in RDI; 54% in ICT and 34% in EE. This involved operations in ICT supporting Small and Medium Enterprises (SMEs) to provide, install and service computer equipment and software. This was also the case for projects related to the thermal insulation of buildings or housing, and to studies, laboratory activities, exchange of good practices, as far as the EE and RDI sectors were concerned, respectively

Edogbanya and Sule (2013) conducted a study on revenue generation: its impact on government developmental effort in Nigeria. The objective of the study was to analyze the extent to which revenue generation had affected the development of the selected local Governments. The study used both primary and secondary methods of data collection to generate the needed data. The data obtained through secondary data were analyzed using simple least square regression method (spss version 17). The findings included the following; there is a significant relationship between revenue generated and developmental effort of government, poor development of the areas, lack of basic social amenities to the rural people and lack of revenue to maintain the existing infrastructures. The researcher therefore recommended that the local government should provide basic amenities of high quality.

Relationship between Strategic Leadership and Performance

Gary (2012) discussed a study on strategic leadership in UK. The purpose of this study is to determine if the interviewed leaders are engaged in strategic thinking and strategic planning, or not; and how they use socio-technical systems to achieve the organization's vision, a model was designed with the following elements: the leader, human ware, organization's culture, tech ware, two or three strategic drivers, strategic action and strategic learning process. These elements were considered to develop the questionnaire used to lead the interview process with the selected leaders. Findings state that the motive may be the result of culture, situation or personality. Regardless of the motive, the style selected will have consequences. All leadership styles are not created equally and are not efficaciously applicable in all situations.

Jooste and Fourie (2012) conducted a study on the role of strategic leadership in effective strategy implementation. Objectives of this study are to investigate the perceived importance of strategy implementation in South African organizations. The respondents' level of agreement with each of the statements was measured on a five-point Likert scale, where 1 represents 'no extent' and 5 represents 'very large extent'. It was found that strategy implementation is more important than strategy formulation in South African organizations and that the ability to implement a strategy in an organization is more important than the ability to formulate a strategy in an organization. In addition, strategy implementation is perceived to be more difficult than strategy formulation, and poor strategy implementation is perceived to result in a high failure rate of change initiatives. A level of uncertainty and doubt is evident with regard to the effectiveness of strategy implementation and whether formulated strategies are actually implemented to their full potential.

Donor Relationship Management Strategy on Performance

Biondo (2015) from Europe conducted a study on Moving beyond a donor-recipient relationship. The aim of this study is to focus on the thematic partnerships on peace and security and democratic governance and human rights. The study argues that, despite the power asymmetries between the European Union (EU) and Africa, the Joint Africa-Eu Strategy (JAES) have been characterized by equality in decision-making and by African ownership in capacity-building. However, while the JAES may objectively be based on shared values, the EU and the AU have often differed on how to apply those values in concrete situations, more particularly on the question which type of intervention is acceptable (conditionality, military intervention).

Danida (2014) did a study on support to civil society through multi-donor funds. The study has collated learning from bibliographic research on 35 multi-donor funds in Africa, Asia and Latin America; interviews with stakeholders of 13 multi-donor funds; in-country visits to Tanzania and Bangladesh; and interviews with several key informants. The study discovered that there is a principal argument for such funds is that they enable donors to increase their impact while reducing the transaction costs for those involved.

Wiggill (2014) conducted a study on donor relationship management practices in the South African non-profit sector. The purpose of the research was to determine how NPOs practice donor relationship management within their unique context and whether these NPOs' donor relationship practices correspond with theory. It was found that NPOs intuitively practice donor relationship management according to most of the theoretical principles of relationship, management. It is recommended that NPOs stay committed to their mission, and not deviate from it only to obtain funding. Furthermore, focusing on donors' need for self-actualization seems to be important for continued donor support.

CONCEPTUALIZATION

This conceptual framework highlights the relationship of the various constructs that shall be investigated in the study. This study will use effect of sustainability strategies on performance variables. These shall include collaborations, Revenue generation projects, strategic leadership and donor relationship management. The dependent variable will be performance. The conceptual framework expressing the relationship between the independent and dependent variable is shown below.

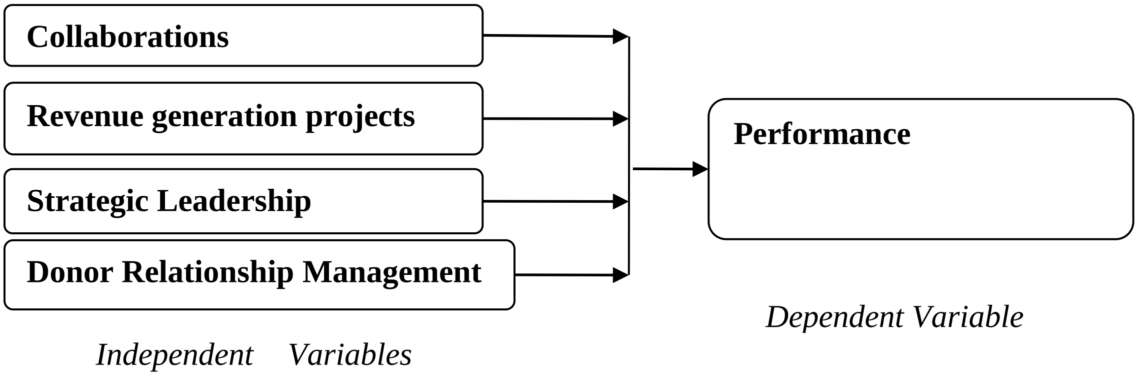

Figure 1: Conceptual Frame Work

RESEARCH METHODOLOGY

The research applied a descriptive survey. The descriptive survey design was chosen because the objective of the study is to describe, explain and validate generalizable finding. The researcher focused on the managers of the orphanage homes in Nairobi County. The researcher targeted 38 orphanage homes with 38 managers operating in Nairobi County. Census was done since the target population was small and could easily be accessed. Census approach allows the input of all the study population this gives everyone a chance to give their views. This therefore means that the data findings were conclusive and not aggregated. The results were more accurate since it was sourced from the entire population. The researcher collected data through questionnaires. The questionnaires were administered by the researcher on working day when most respondents are available. To determine the reliability of the used instrument a pilot study was carried out involving respondents. The opinions and suggestions were incorporated into the revised and final draft of the instrument. Data was then analyzed by quantitative descriptive method. The data was analyzed by generating descriptive statistics such as percentage and measures of central tendency including mean, and standard deviation.

Multivariate regression was used to determine the affects of sustainability strategies on performance of orphanage homes in Nairobi County, Kenya. The multivariate regression equation took the form;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Performance

X_1 = Collaboration Strategy

X_2 = Revenue Generation Strategy

X_3 = Strategic Leadership

X_4 = Donor Relationship Management

ε = Error term/Erroneous variables

The significance of each variable will be tested using the F-Test.

The data was presented using tables, charts and cross tabulations.

RESEARCH RESULTS

The study targeted a sample of 38 managers' from orphanage homes operating in Nairobi County out of which 27 questionnaires were filled and returned giving a response of 71%.

Period the Orphanage's Home had been in Existence

From the responses, 22.2% of the respondents indicated that their children's home had been in existence for a period less than 2 years, 29.6% indicated a period between 3-4 years, 37% indicated a period between 6-8 years and 11.1% indicated a period of above 8 years. This shows that the children's home had been in existence long enough thus provided relevant and reliable information on the effects of sustainability strategies on performance as applied to their orphanage homes.

Period Working in the Organization

From the finding, 14.8% of the respondents had been working in their respective organizations for a period less than 2 years, 40.7% for a period between 3-4 years and 44.4% for a period more than 4 years. This shows that the respondents had been working in their respective organization long enough thus had clear understanding on sustainability strategies adopted by their organization thus provided relevant data for the study.

Highest Level of Education

From the responses, 14.8% of the respondents had secondary school level of education, 11.1% had diploma level, 44.4% had undergraduate degree and 29.6% had master's degree. This implied the respondents had relevant knowledge thus they had ease in addressing the questions and provided the correct response.

Collaboration Strategy

From the findings, home working in collaboration with other stakeholders in children welfare had a mean of 3.07 with a standard deviation of 0.549 indicating that the respondents were neutral on the statement. The findings further indicated that the respondents agreed that their homes had entered into strategic alliances with some corporate in Kenya had a mean of 4.40 with a standard deviation of 0.843. These findings are consistent with the findings of Mestry and Grobler (2012) who established that strategic alliances help build the strengths of organization and thus improve their ability to achieve set objectives. On the homes working with well wishers to support its programs, the mean was 3.29 with a standard deviation of 0.775 indicating that the respondents were neutral. These findings are consistent with Apostolakis (2012) argument that well wishers need to be selected strategically to ensure that only those with strategic vision of an organization.

On whether homes involved key stakeholders in strategy formulation the mean was 3.59 with a standard deviation of 0.572 indicating that the respondents agreed with the statement. Mestry and Grobler (2012) argue that projects are set up to benefit the stakeholders. It therefore follows that the interests of different stakeholders be taken into account to ensure that they reap optimum benefits. This finding concurs with that of Omeri (2015) that in order for organization to be sustainable, they need to form collaboration links with other institutions on different aspects so that they can tap into their strengths.

The mean values for the response ranges from 1.93-4.40 which shows that the respondents were in agreement with the statements on collaboration strategy as applied in their homes which concurs with the finding of Mutuku (2011) that organizations face the following challenges in collaborative arrangements in implementing food security; inadequate resources for communication and linkage, lack of training.

Revenue Generation Strategies on Performance

The findings showed that children's home had set up a number of revenue generation projects as supported by a mean of 4.15 with a standard deviation of 1.321. Edogbanya and Sule (2013) established that there was a significant relationship between revenue generated and developmental effort of government, poor development of the areas, lack of basic social amenities to the rural people and lack of revenue to maintain the existing infrastructures. On whether the revenue raised from the projects was adequate to run the homes minimum expenses, the mean was 3.33 with a standard deviation of 0.784 indicating that the respondents were neutral. Glemarec (2012) argues that nonprofit making organizations do not always have adequate financing for their projects because of the endless needs of society that they operate in. On whether children's home evaluated different revenue generation projects from time to time, the mean was 4.33 with a standard deviation of 0.919 meaning that the respondents agreed with the statement. Mwangi (2012) noted that there exist a number of opportunities for organizations but they have to evaluate the specific ones that are well aligned to the goals and objectives of an organization prior to deciding to take it up.

Regarding revenue generation projects of their organization being profit making, the mean was 2.96 with a standard deviation of 1.055 meaning that the respondents were neutral as the projects were not specifically set up to generate profits as this did not involve their mandate. On whether home runs a learning institution for children the mean was 3.14 with a standard deviation of 1.099 indicating that the respondents were neutral on the statement. On whether home ran profitable projects the mean was mean of 4.44 with a standard deviation of 0.800 meaning that majority of the projects run by the homes were profitable. On whether home operated guesthouse projects the mean was 3.18 with a standard deviation of 1.110 while the mean on whether home ran farming projects had a mean of 2.55 with a standard deviation of 0.751.

The mean values for the responses ranges from 2.55-4.44 an indication that the respondents agreed with the statements as applied in their organization and this is consistent with Edogbanya and Sule (2013) that there is a significant relationship between revenue generated and developmental effort of government, poor development of the areas, lack of basic social amenities to the rural people and lack of revenue to maintain the existing infrastructure

Strategic Leadership and Performance

As indicated in table 4.9, children's home has adequate managers for its different programs had a mean of 3.29 with a standard deviation of 1.137. Jooste and Fourie (2012) argue that adequate managers' means that the organization has well organized management teams which helps in quality decision formulation for better organizational growth. On whether children's homes had well experienced managers to run its programs had a mean of 3.18 with a standard deviation of 1.001. Gary (2012) argues that the role of strategic leadership in effective strategy implementation is to provide direction on how all other resources in an organization are to be utilized. Therefore, better organization management ensures that the organization effectively delivers on its strategic plans. On whether children's home management team involved other staff in strategy formulation had a mean of 2.37 with a standard deviation of 0.492. Nthini (2013) argues that the management team needs to be large enough to facilitate quality decision making but small enough for timely decision making. On whether children's home closely monitored the execution of activities on a regular basis had a mean of 3.22 with a standard deviation of 1.339 and homes keeps track of strategy execution had a mean of 2.18 with a standard deviation of 0.557.

The mean values for the findings ranges from 2.18-3.29 which shows that the respondents were in agreement with the statements as applied in their organization and this concurs with the finding of Jooste and Fourie (2012) that strategy implementation is perceived to be more difficult than strategy formulation, and poor strategy implementation is perceived to result in a high failure rate of change initiatives.

Donor Relationship Management Strategy on Performance

From the findings, organization adheres to set regulations by the donors had a mean of 4.29 with a standard deviation of 1.067 and organization maintains a close link with donors had a mean of 3.07 with a standard deviation of 0.957 which concurs with Wiggill (2014) who conducted a study on donor relationship management practices in the South African non-profit sector and revealed that NPOs intuitively practice donor relationship management according to most of the theoretical principles of relationship, management.

The study revealed that organization involves its donors in strategy formulation had a mean of 2.96 with a standard deviation of 1.125, organization makes regular returns to donors on how funds have been spent had a mean of 4.22 with a standard deviation of 0.847, organization has regular communication with its donors had a mean of 2.25 with a standard deviation of 0.446, homes maintains regular accountability to donor had a mean of 2.96 with a standard deviation of 1.055 which is consistent with Van and Fourie, (2015) who conducted a study on challenges in donor NPO relationships in the context of corporate social investment and established that the challenges facing NPOs manifest in their relationship with donors and can be seen in the power imbalance in the relationship that favours donors, the lack of transparency by NPOs.

It was established that homes are committed to the goal of donors had a mean of 2.66 with a standard deviation of 1.074. The finding concurs with Wiggill (2014) who conducted a study on donor relationship management practices in the South African non-profit sector and recommended that NPOs should stay committed to their mission and not deviate from it only to obtain funding.

The mean values for the findings ranges from 2.25-4.29 and this implies that the respondents were in agreement with statements which concurs with the finding of Danida (2014) who did a study on support to civil society through multi-donor funds and established that there is a principal argument for such funds is that they enable donors to increase their impact while reducing the transaction costs for those involved.

Organization Performance

From the finding in Table 4.13, homes has adhered to its budgetary allocations most of the time had a mean of 3.92 with a standard deviation of 0.780, homes has maintained its operational costs low all along had a mean of 4.70 with a standard deviation of 0.465 and organization has always had adequate resources to take good care of the children in its care had a mean of 4.11 with a standard deviation of 0.800.

INFERENTIAL STATISTICS

Correlation Analysis

According to the correlation matrix, there is a positive and significant relationship between strategic leadership, donor relationship management strategy and organizational performance and a negative and significant relationship between collaboration strategy, revenue generation strategies and organizational performance.

The correlation between strategic leadership and organizational performance was of magnitude 0.149 with a p value of 0.460. There was positive correlation donor relationship management strategy and organizational performance of magnitude 0.818 with a p-value of 0.000. There was a negative correlation between collaboration strategy and organizational performance with a magnitude of 0.476 and a p-value of 0.012. There was a negative correlation between revenue generation strategies and organizational performance with a magnitude of 0.499 and a p-value of 0.008.

Table 1: Correlations

		Organization Performance	Collaboration Strategy	Revenue Generation Strategies	Strategic Leadership	Donor Relationship Management Strategy
Organization Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	27				
Collaboration Strategy	Pearson Correlation	-.476*	1			
	Sig. (2-tailed)	.012				
	N	27	27			
Revenue Generation Strategies	Pearson Correlation	-.499**	.867**	1		
	Sig. (2-tailed)	.008	.000			
	N	27	27	27		
Strategic Leadership	Pearson Correlation	.149	-.206	-.093	1	
	Sig. (2-tailed)	.460	.303	.643		
	N	27	27	27	27	
Donor Relationship Management Strategy	Pearson Correlation	.818**	-.375	-.319	-.141	1
	Sig. (2-tailed)	.000	.054	.105	.482	
	N	27	27	27	27	27

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

The study conducted a multiple regression analysis to establish the effects of sustainability strategies on performance of orphanage homes in Nairobi County, Kenya. The results are shown in the subsequent sections.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897[a]	.804	.769	.48362

From the findings in Table 2, R^2 was 0.804 implying that only 80.4% of the dependent variable (performance) was explained by the independent variables (collaboration strategy, revenue generation strategies, strategic leadership and donor relationship management strategy) while only 19.6% of the variations were due to other factors not in the study.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.151	4	5.288	22.608	.000[b]
Residual	5.146	22	.234		
Total	26.296	26			

From the findings on Table 3, the significance value was 0.000 which is less that 0.05 thus the model is statistically significant the effects of sustainability strategies on performance of orphanage homes. The F critical at 5% level of significance was 2.74. Since F calculated (value = 22.608) is greater than the F critical (2.74) this shows that the overall model was significant.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.482	2.262		.213	.833
Collaboration Strategy	.256	.178	.292	1.441	.164
Revenue Generation Strategies	-0.462	.191	-0.465	-2.42	.024
Strategic Leadership	.128	.046	.281	2.782	.011
Donor Relationship Management Strategy	.599	.077	.819	7.796	.000

The multivariate regression equation was conducted taking the form;

$$\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon}$$

Whereby Y = Performance

X_1 = Collaboration Strategy

X_2 = Revenue Generation Strategy

X_3 = Strategic Leadership

X_4 = Donor Relationship Management

ε = Error term/Erroneous variables

The established regression equation becomes;

$$\mathbf{Y = 0.482 + 0.256X_1 + 0.462X_2 + 0.128X_3 + 0.599X_4 + \varepsilon}$$

Where: Y= organization performance, X_1= Collaboration Strategy, X_2= Revenue Generation Strategies, X_3= Strategic Leadership, X_4= Donor Relationship Management Strategy and ε = Error Term.

From the findings in the regression analysis, if the factors (collaboration strategy, revenue generation strategies, strategic leadership and donor relationship management strategy) were held constant, organization performance would be at 0.482. A unit increase in collaboration strategy would lead to a unit increase in organization performance by 0.256. A unit increase in revenue generation strategies would lead to a unit decrease in organization performance by

0.462. A unit increase in strategic leadership would lead to a unit increase in organization performance by 0.128.

A unit increase in donor relationship management strategy would lead to a unit increase in organization performance by 0.599.

In terms of the p values, Revenue Generation Strategies; Strategic Leadership and Donor Relationship Management Strategy all had p values of 0.024, 0.011 and 0.000 which are all less than 0.05. This indicates statistically significant association between these variables and performance. For Collaboration Strategy however, the p value was 0.164 which is more than 0.05 and therefore there is statistically insignificant association with performance. Collaboration strategy is not significant with performance probably because of the challenges that an organization faces in forming collaborative alliances. According to Mutuku (2011) who conducted a study of collaborative arrangements among organizations implementing food security strategies in Kitui County Kenya, it was established that organizations face the following challenges in collaborative arrangements in implementing food security; inadequate resources for communication and linkage, lack of training.

CONCLUSIONS

The study established that high rating of success of the collaborative arrangements in implementation of projects could be explained by the fact that organizations are driven by the need to succeed within the limitations of scarce resources and therefore put in extra effort to ensure the success of their operations.

The study also concludes that the high score in sharing of resources could be explained by the fact that programme funding has reduced over the years and that organizations have realized the need for cost-effectiveness in delivery of services at the orphanage homes.

The study determined that the aspects of managerial skills that influence management of the children home to a great extent include manager’s innovativeness and motivation of employees. The participation of staff in the running of the project affected its management mainly by encouraging a team spirit and holding frequent meetings.

The study also found out those issues to do with donor funding such as amount of funds given, source of funds, frequency of funding affect management of the children’s home. The effect of donor funding on performance depends on the nature of the environment of the orphanage home to a great extent. This owes to the fact that performance measurements are used to evaluate, control and improve operations process in order to ensure that the organization achieves its goals and objectives and uphold high performance with the limited resource outlay.

RECOMMENDATIONS

The study recommends that through the nurturing of their collaborative arrangements, the results of joint pooling of efforts and resources would enable these organizations enjoy a higher bargaining power as well as attain their objectives more cost-effectively. Better coordination of their activities would eliminate instances where there is no funding to the homes. This would in turn lead to more efficient use of resources in yielding higher results.

The study recommends that the management of the children's homes should increase their income sources from their usual ones and participate more and more in income generating activities.

The study also recommends that the orphanage home should also provide a friendly environment and sponsor project, train project members on management issues since they have so many income projects which need proper management for sustainability after the donor withdraws.

The management should also ensure that they maintain a good relationship with the donors mainly by information management and ensuring there is accountability and meaningful communications.

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