

**FINANCIAL SUSTAINABILITY PREPAREDNESS OF VINCENTIAN CHARITABLE  
PROGRAMMES IN NAIROBI COUNTY, KENYA, IN THE LIGHT OF COVID-19  
PANDEMIC**

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**NAIROBI**

## DECLARATION

I, the undersigned, declare that this thesis is my original work and not the result of any teamwork. It has not been previously presented for any academic award in any institution before. All sources cited have been duly acknowledged in full.

I agree that this thesis may be available for reference and photocopying at the discretion of the University.

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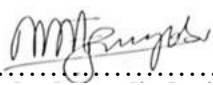
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## **DEDICATION**

I dedicate this work to my parents who set me on the right path to academic achievements.  
Thank you for all the sacrifices you made for me.

## **ACKNOWLEDGMENT**

I give thanks to God who has walked me through my studies up to the completion of this thesis. I acknowledge my Supervisors Dr. Mwalw'a Shem and Dr. Joyzy Egunjobi who, patiently, guided me through this work. Their insights were invaluable to me. Deep appreciation goes to my Vincentian family for the opportunity to study, and for all the support they gave.

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## **ABSTRACT**

This study set out to examine the financial sustainability preparedness of Vincentian Charitable Programmes (VCPs) in Nairobi County, Kenya in the light of Covid-19 pandemic. The specific objectives that guided the research were to: examine the effects of Covid-19 Pandemic on the financial sustainability of VCPs, assess the financial sustainability preparedness strategies of VCPs, and identify financial sustainability strategies to be put in place towards financial sustainability of Vincentian charitable programmes in Nairobi County. The study was anchored on resource mobilization theory. The study adopted an embedded mixed research design. The population of the study comprised of 146 main and subordinate staff, managers (CEO), and directors from three identified Vincentian charitable organizations in Nairobi. Census techniques was used since the population of study was small. The data collection tools included the use of questionnaires, interviews and observation. Quantitative data was collected and analyzed using descriptive and inferential statistics through the use of SPSS (Version 25). Qualitative data was analyzed by coding key words and phrases generating key themes. These enabled the researcher to do narrative descriptions following the study objectives. Pearson Product Moment Correlation was utilized to establish the relationship that existed among the variables. Key findings showed that COVID-19 affected the VCPs both positively and negatively. However, negative effects outweighed the positive ones. Positively, the VCPs grew its digital capacity, new ways of doing things, organizations learning, staff side-hustling, environmental safety and hygiene improvement. Negative effects included: VCPs documented loss of lives and livelihoods of beneficiaries, expensive administration and running cost, interrupted donations, and job instability among staff. The COVID-19 pandemic, above all, negatively affected effectiveness of financial sustainability preparedness of the Vincentian charitable programs in Nairobi County. The study therefore, recommends VCPs organizations to take government as a local partner in responding to challenges, collaborations among Church-Based organizations, establish income generation business, borrow from local entrepreneurs, and include staff in decisions of the organizations.

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## **ABBREVIATION/SYNONYMS**

<b>CM.</b>	Congregation of the Mission
<b>CBD:</b>	Central Business District
<b>CEO</b>	Chief Executive Officer
<b>CRO:</b>	Church related Organizations
<b>CBCO:</b>	Church Based Charity Organizations
<b>CBO:</b>	Church Based Organizations
<b>COVID</b>	Corona Virus disease of 2019
<b>DKPS</b>	DePaul Kamulu Primary School
<b>DREAM:</b>	Drug Resource Enhancement for AIDS and Malnutrition
<b>EAPN:</b>	East African Philanthropy Network
<b>MVPR:</b>	Management of Vincentian Programmers' Report
<b>OECD:</b>	Organization for Economic Co-operation and Development
<b>PPE:</b>	Personal Protective Equipment
<b>SDGs:</b>	Sustainable Development Goals
<b>SPSS:</b>	<b>Statistical Package for Social Science</b>
<b>VCPs:</b>	Vincentian Charitable programmes
<b>WCED:</b>	World Commission on Environment and Development
<b>UNCTAD:</b>	United Nations Conference on Trade and Development.

## OPERATIONAL DEFINITIONS

**Charity:** as used in this research and in a Vincentian practice refers to giving assistance in terms of food to those who come to our community gates seeking help. It is based on a religious morality where love of God is supreme. Charity, therefore, is the expression of that love to the neighbor.

**Charitable Programmes:** these are lists of benevolent activities that are carried out by the Vincentian organization for the purpose of supporting the needy in society. It also refers to sponsoring those in need, consisting of those living in poverty, calamity assistance, and those affected by pandemics such as COVID-19.

**Corona Virus:** Corona virus is an infectious disease that occurred throughout the world and has been experienced by the people served by the Vincentians in Nairobi County, Kenya.

**Pandemic:** is a prevalent disease that has spread across a huge region such as multiple continents or a global level, affecting and infecting a significant number of individuals. For instance, diarrhea, COVID-19 disease itself, and Spanish flu.

**Financial Sustainability:** as used in this study is the ability for the resources that are used in carrying out programme activities to be able to fulfil its financial functions and revenue still remaining to carry out its activities. It is Vincentian programs' ability to satisfy its financial obligations and cover its expenses. Where local Vincentians use the mother province funding to establish local income generating ventures for financial stability. For instance, starting urban schools, hospitals respectively, while in the seminary formators set farming projects to generate food so as to avoid dependence on outside donors such as the mother province. Self-financing local projects are indicators of sustainability.

**Preparedness:** preparedness in the Vincentian family is how the leadership would put in place some provisions and preparations to safeguard its programs in case of occurrence of disaster or any eventuality. The indicator Involvement of third party like insurance to reduce magnitude of effects in case of eventuality.

## **CHAPTER 1: INTRODUCTION**

### **1.1 Introduction**

This study focuses on financial sustainability preparedness of the Vincentian Charitable Programmes (VCP) carried out among beneficiaries and with Vincentians who work and live in Nairobi County Kenya. The chapter presents the background of the study, the problem statement, objectives, and research questions. It also explains the scope and limitation, delimitation of the study, and significance of the study, the study assumptions, and the chapter summary.

### **1.2 Insertion**

The choice of the topic of study financial sustainability preparedness of Vincentian Charitable Programmes in light of Covid-19 pandemic, was as a product of the researcher's close interaction with the needy during his early life as a young person, and later as a member of the Vincentian family, where values of common sharing is encouraged. As a member of children association called the crusader, the researcher learnt the virtue of care for the needy. Being a member of a basic Christian's community in the Catholic Church, care for the less fortunate is upheld. As a religious person, interest in the needy was re-ignited in 1988. At that time, the researcher was working with St Vincent DePaul Society, a lay group of the Vincentian family. After ordination into the Catholic priesthood, in 2006, my first posting was at Kamulu, Kenya. The researcher and other members of the community established Kamulu primary school intended to educate both rich and poor children from the area.

In 2020, Covid-19 pandemic hit and affected the Vincentian Charitable Programmes. At that time, the researcher was working at Giathugu primary school, a parochial school run under the charism of taking care of the needy. Among the issues that affected the Vincentian Charitable Programmes were: fear of being infected leading to death, lockdown, working less days from home or stopping to work completely. This was as a result of limited financial resources. Consequently, financial sustainability became a real challenge prompting this research.

### **1.3 Background of the Study**

Covid-19 was first discovered in September 2019. Its origins were limited to Wuhan China in the Asian continent. The illness is caused by SARS-Cov-2; a viral infection. Covid-19 virus has had various variants mutating from variants SARS-Cov-2, to Covid-19, Alpha, Beta, Gamma, Delta, and now to Omicron (WHO, 2020). The illness was declared a pandemic by scientists in 2019. The term pandemic refers to an endemic disease that spreads across a huge region such as multiple continents affecting and infecting a significant number of individuals. Therefore, for an illness to qualify to be termed pandemic, it has to have spread across many countries, continents and affected so many people and taking many lives within a short span (Evans et al., 2020).

Covid-19 has had immense effects on the people all over the world. By November 1<sup>st</sup> 2022, the virus had caused over 6.5 million deaths, 629,370,889 confirmed cases and had left millions incapacitated, financially stressed and jobless. A big number of the people who suffered it had also recovered to the tune of 557,060,204 (WHO, 2022).

In Africa, the pandemic was largely felt in South Africa with 3m people infected. Generally, 12,054,880 suffered throughout Africa, which represented 2.6% of global infection. Since then, it has led to death of 25,664 deaths and 11,429,784 million recoveries (WHO, 2022).

In Kenya, the pandemic was largely predominant in bigger cities and towns such as Nairobi, Mombasa and Kisumu. It led to 5,678 deaths and 339,756 confirmed cases and 353,292 recoveries respectively (Ministry of Health, Kenya, Report, 2022).

Apart from deaths, incapacitations and recoveries, COVID-19 pandemic has had negative economic effects globally, regionally and in Kenya. This has left millions of families jobless, dozens of firms and institutions closed. Households, governments and organizations have been left struggling on matters finance. While some studies have mainly focused on physical effects of COVID-19, others have explored psychological and emotional effects (Egunjobi et al., 2020). Few studies have been carried out on financial effects of Covid 19 on Kenya. No study has addressed faith based organizations such as the Vincentian charity programme and financial sustainability preparedness. This study seeks to fill in the gap.

The financial sustainability that interests the research is of Vincentian charitable programmes in the light of COVID-19 pandemic. The Vincentian Charitable Programs (VCPs) are four in Nairobi County, spread in Lang'ata, Kibera, and Kamulu. These programmes reach

out to more than 3000 beneficiaries. They offer interventions ranging from education scholarship, digging wells for water provision, feeding, HIV/AIDS care, vocation training, and rescue centers respectively. On matters finances, the Vincentian Charitable Programmes spends up to \$500,000 (Kenya shillings 61 million) a year (MVPR, 2022).

During the COVID-19 pandemic period from April 2020 to October 2020, the VCPs were forced to adhere to the government protocols. In line with the stipulated guidelines, the VCPs faced lockdown as well as deaths, equipment and staffing expenses. Of great interest is the number of benefactors that dropped from 100 to 25% as noted by the US Vincentian development office (Manna, 2021).

This study focused on the changes that the VCPs had to undergo during the COVID-19 period. It also seeks to explore how the changes influenced the VCPs financial strategies. In the end, the study seeks to look deeper into what needs to be done to enhance financial sustainability preparedness of the VCPs in Nairobi County.

#### **1.4 Statement of the Problem**

The Vincentian congregation started in France in 1625 with its Charism being service to the poor. In Africa the Congregation first came to Madagascar in 1645. In 1982, the Congregation came to East Africa and Kenya became the base.

Since then, the Congregation in Kenya has had twelve (12) VCPs. In Nairobi County, there is total of four programmes in Kamulu Primary School, DePaul wood work, DREAM Centre and St. Vincent Kibera nursery school. The programmes profit 3000 beneficiaries. The well-being of these beneficiaries depends largely on the Vincentian programmes and interventions which offers services including food provisions, school fees scholarship, clothing, and other basic needs. However, with the pandemic, the donations dropped significantly raising the question whether the VCPs were prepared to face any unexpected scenario such as the pandemic. This further raises the question of financial sustainability of the VCPs run projects in the event of donor withdrawal. Due to the COVID-19 pandemic, the VCPs had to give up close to 20 of their staff and beneficiaries.

Besides, the VCP employees had to work from home, do less hours and in some instances close down operations completely. This meant that services reaching out to the beneficiaries had been reduced by a great percentage for lack of finances. The number of persons unable to receive help has increased by 30% (Western Province Newsletter 2021, Issue



5). If the trend is allowed to continue, this would mean that VCPs financial sustainability is threatened. This study aimed to address this problem. Besides, there was hardly any literature on VCPs financial sustainability preparedness apart from management Vincentian programme Report (MVPR, 2022). Moreover, other studies by Nestor (2015), for example, worked only on factors influencing sustainability of street children in Nairobi, but not financial sustainability preparedness. This study sought to address this matter as well! Ochieng (2016) studied the effects of funding diversification on financial sustainability of NGO in Nairobi County. However, he failed to address financial sustainability preparedness of charitable organization in Nairobi County. This current study sought to address the gap.

### **1.5 The Objective of the Study**

The main objective of this study was to examine the effects of COVID-19 pandemic on the financial sustainability preparedness of Vincentian charitable programmes in Nairobi County. The Specific Objectives were to:

1. Establish the effects of the COVID-19 pandemic on the financial sustainability strategies of Vincentian charitable programmes in Nairobi County.
2. Assess financial sustainability preparedness of Vincentian charitable programmes in the light of the COVID-19 pandemic in Nairobi County.
3. Identify strategies that need to be put in place towards the financial sustainability of Vincentian charitable programmes in Nairobi County, Kenya.

### **1.6 Research Questions**

1. How did the COVID-19 pandemic affect the financial sustainability preparedness of the Vincentian Charitable programmes in Nairobi County, Kenya?
2. What are financial sustainability preparedness strategies that have been put in place in the Vincentian Charitable programmes in Nairobi County, Kenya?
3. What strategies need to be put in place towards the financial sustainability of Vincentian Charitable programmes in Nairobi County, Kenya?

### **1.7 Significance of the Study**

The study is significant in four main ways: First, it is meant to contribute clear suggestions to the county and national governments, bilateral donors, beneficiaries, and other

CBCOs and NGOs who are into service provision programmes on how to survive future pandemics.

Second, it is hoped that the study findings could be used by the Vincentian congregation and its affiliates. They will be able to strategize and re-invigorate financial sustainability strategies of their charitable programmes. They may employ the strategies from the study to maintain generational transformation in the lives of the beneficiaries.

Third, the study findings might assist learning institutions to encourage research on ways of reducing the negative effects of dependence on foreign donors by local charitable organizations and NGOs.

Fourth, the study findings could go a long way to helping Kenya in realizing Sustainable Development Goals (SDGs) and Kenya Vision 2030. Gathered literature and knowledge generated on the concepts of financial sustainability preparedness and sustainable developments may serve as a indications for further research for academics, students, and development practitioners.

### **1.8 Scope and Delimitations of the Study**

The research focused only on the aftermath of the COVID-19 pandemic on the financial sustainability strategies of Vincentian programmes in Nairobi County Kenya. Any other organization was left out. The study aimed only at the effects COVID-19 pandemic on financial sustainability preparedness of Vincentian Charitable Programmes in Nairobi County Kenya. The study aimed at assessing financial sustainability preparedness such as, sound administration, financial planning, financial diversification, and own income generation strategies that needs to be put in place by the Vincentian charitable programs in Nairobi County. Finally, he study was carried out among Vincentians and their affiliates only in selected sites where Vincentians and affiliates programmes are located in Nairobi County Kenya.

### **1.9 Limitation of the Study**

The study was limited to the investigation of the COVID-19 pandemic and financial sustainability preparedness of Vincentian charitable programmes in Nairobi County. Not all the Vincentian programs in Kenya were covered. However, the researcher believes that the findings are still valid, because a good representation of Vincentian projects were covered in the study. Covid 19 has been a very sensitive health matter leading to fear on the part of participants and

even possible political harassment. Being a Catholic Priest, the researcher has the capital of trust and respect. This made it easier to gather information and win the trust of the political class. The researcher also contacted government authorities in the areas of study. The research permit issued by the National Commission for Science, Technology and Innovation (NACOSTI) helped a great deal during the research. Another limitation was the fear factor on the part of the employees of the CM programs. The researcher assured them of confidentiality of the data which was collected from them. Finally, there was the limitation of time and money for research. The researcher secured assistance from the Congregation and was freed from ecclesiastical duties to focus and finish the work on time.

### **1.10 Assumptions of the Study**

This study was grounded on three assumptions: First, investigation assumed that respondents would offer the essential data required by the researcher. Second, the researcher assumed that the beneficiaries of the Vincentian Charitable Programmes would have no fear of victimization for sharing information about the programmes. The third assumption was that lay staff and collaborators would be ready to give appropriate information about the challenges of financial sustainability of Vincentian charitable programmes in Nairobi County Kenya in light of COVID-19 pandemic. All the assumptions were positively realized.

### **1.11 Chapter Summary**

This chapter focused on the background of the problem, statement of the problem, objectives of the study, research questions, significance of the study, and scope and delimitations of the study. Study limitations and assumptions. The following chapter focuses on the literature related to the study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter discusses the theory that guided the study. It then gives the literature related to the study variables: COVID-19 pandemic and financial sustainability Preparedness. The chapter then presents literature showing the relationship between the independent and dependent variables. Lastly the chapter presents and describes the conceptual framework. The knowledge gap is then identified.

### **2.2 Theoretical Framework**

This section focuses on the theory that is best suited for the current study. The theory was used to describe the interpretation of ideas and observation which are often based on general or universal explanation (May, 2013). The theoretical framework that the study adopted refers to the overall established assumptions of principles about the nature of occurrence in a particular inquiry (Kombo & Tromp, 2014). The resource Mobilization theory was adopted for this study.

#### **2.2.1 Resource Mobilization Theory**

Resource mobilization theory (RMT) was advanced during the 1970s by a new generation of scholars who pursued to understand the effects of the social movements of the 1960s (Jackins, et al, 1978). According to RMT, it is the responsibility of the NGO to unite the disparate energies by enlisting financial support, grabbing the media's attention, forming partnerships with those in positions of authority, and establishing an organizational framework (Edwards & Gillham, 2013). The four main mechanisms of RMT are; self-production, resource aggregation, coalition (co-optation), and patronage (Edwards et al., 2004). According to Edwards and Gillham, a movement group can self-produce resources through developing its human resources, holding events, and producing marketing materials. Resources co-optation, on the other hand, refers to the ability of any movement organization to use its connections with other organizations to gain access to or borrow resources that those other organizations have already developed. While patronage often refers to financial contributions made to movement organizations by established donors or funders like national governing bodies or government

agencies (Edwards & Gillham, 2013). Aggression is the accumulation of resources through the mobilization of societal social movements.

The RMT makes the supposition that actors act rationally and that there is a power imbalance that leads to social action, which frequently manifests as the establishment of a Social Movement Organization to mobilize the underprivileged society. The RMT provides analytical insights to better comprehend how organizations develop resource avenues in order to better expand and build their social movements (Edwards & Gillham, 2006).

Cultural, human, material, and social organization resources round out the list of defined types of resources (Edwards & Gillham, 2006). The production of artifacts like books, films, literature, movies, and other forms of media aimed at educating those outside the movement is frequently considered as a cultural resource.

However, Effective mobilization and utilization of resources is meant to restraint the organization from tumbling into failure of operations. In the current study, the financial sustainability preparedness guidelines and principles are supposed to be the strategic pointers of a persevering resource mobilization.

### **2.2.2 Strengths of RMT**

The RMT stresses fund raising as a crucial and important component of the organization's resource accumulation. This generates energies for societal progress and consciousness. It places a focus on how social movement actors mobilize and allocate resources in the context of the opportunities and limitations placed on the social and political environment. It illustrates how successful certain subculture-based groups are.

### **2.2.3 Limitations of RMT**

The limitations to this theory is that it fails to adequately account for social movement communities. Additionally, the political application of resource mobilization theory emphasizes political conflict rather than economic variables. It ignores social change brought about by underfunded groups and how such groups can succeed in bringing about social change. It fails to emphasize the significance of complaints in terms of collective success, identity, culture, and numerous macro-sociological issues.

#### **2.2.4 Mitigation of the Limitations of RMT**

The challenges of RMT shall be mitigated through embracing a holistic approach encompassing social, economic, and political mobilizations of people. This will take into account the needs of both the socially marginalized so that their voice may not get lost amidst other's needs. Therefore, the best mitigating factors for RMT are strong leadership that is inclusive of all members of the community regardless of status in the society, they should have adequate support. A formal structure that can effectively lead community towards change efforts should also be established. These include facilitating dialogue, handling communication, coordinating community outreach, fund mobilization. In addition, the study will ensure authentic participation and shared decision making.

### **2.3 Empirical Literature Review**

This subdivision analyses empirical undertakings on the financial sustainability of charitable organizations in light of COVID-19 pandemic. The literature is reviewed in relation to the objectives of the study. The research also identifies the knowledge gaps to be addressed.

#### **2.3.1 COVID-19 pandemic effects on financial sustainability of charitable organizations**

The COVID-19 pandemic has had several negative effects on the governments, people, and organizations including health issues, economic and social challenges. Within the first three months of 2020, more than half of the world's residents had suffered lockdowns with restraint actions leading to increased suffering. According to Fasani and Mazza (2020), during the COVID-19 era, charitable organizations in the European Union region, went through uncountable influence that led to a lot of changes including the working environments, loss of livelihoods, death, lockdown and its effects such as isolation, stress, fear, and job losses.

The COVID-19 pandemic occasioned losses in many ways The irreparable loss of lives and livelihoods was greatly felt. Other issues include: income loss, insanity, and freedom of movement due to the COVID-19 experience of lockdowns or orders by authorities that resulted in unemployment, isolation, stress, family problems, and many more (WHO, 2020). According to Chinedu (2020), a trustee of the Vincentian Passage to ending homeless in London, a study aimed at finding out COVID-19 effects on social protection programmes. The findings were that the movement of volunteers was curtailed due to lockdown and non-compliance with COVID-19 vaccines (Murphy & Patrick, 2022).

Emphasizing more, Evans (2020) presents high levels of funding disruption both locally and internationally. Internationally according to England and Wales's charity commission report (2020), the Vincentian Fathers and lay affiliates of St. Vincent DePaul Society England, Vincentian fathers charities sources saw a series of drop-in donations as follows: In 2018, £479.97k, mid-2019 was £ 797.72k and to £243.33k in 2020.

A study by Al-Habaibeh (2021) of Nottingham University noted that COVID-19 pushed organizations to embrace online working from home practices in a big bang fashion, with its challenges of implementing, imbedding and integrating new technologies and practice such as video conferencing, Google meet into the world of business. The work from home in the United Arab Emirates (UAE), was highly challenging among women as women struggled to balance between work and family. However, the practice gave career women opportune time to spend with their families.

Further studies done in the US about the Vincentian Programmes, through the Vincentian Solidarity office, reported that donations dropped from 75% to 25%, which affected VCPs functioning greatly (Manna, 2021, Development report: Issue 2). On the same vein, Mamum and Griffiths, (2020) affirmed that because of COVID-19 and its precaution actions' effects, many Government offices and donors could not support or participate in charity actions to reduce the spread of COVID-19 with a measure such as control in movements, easy transactions and fear of lacking financial needs themselves. In worse scenarios some individual donors pulled out, while other potential and real donors died from the virus.

Numerous studies that looked at the financial impact of the pandemic on charity income came to the conclusion that there were significant and widespread losses throughout the sector. According to McKibbin and Fernando (2020), an increasing number of charities believed they would not survive in 2021; according to surveys of charities, yet the great majority constantly forecasted considerable losses. For instance, 69% of charities believed it would take longer than a year to reach pre-crisis income levels, and 83% of charities anticipated a fall in income levels over the next 12 months. Compared to 33% of commercial companies, 39% of non-profits projected having furloughed employees in August 2021. Over half of the charities surveyed by the Charities Aid Foundation in May 2020 experienced a decline in donations, and half sought or received emergency grant funds to help them weather the storm.

The COVID-19 pandemic has had a variety of negative effects on many charity organizations, including social alienation, which has crushed conventional fundraising avenues which funds smaller charities. Larger organizations were also severely impacted; the Royal British Legion believed that as a result of the cancellation of door-to-door collections for the first time in its history, it would fall millions of pounds short of its Poppy Appeal objective (Lohmann et al., 2020). Secondly, people stopped giving to charities as the economy slowed down due to tighter household budgets, however this worry was unfounded.

In Africa, COVID-19 has exposed countless cases of social crises such as heavy violation of human rights and the murder of citizens in attempts to enforce COVID-19 regulations by security agents (Guo et al., 2020). Regionally, In Cameroon, for instance, according to Yonki (2020), charity activities stalled because donors stopped sending donations because of the containment measures in donor countries, hence projects that wholly dependent on foreign help came to a standstill. The same was confirmed by an East African philanthropy network report (2020) which stated that most of the activities and programmes were postponed due to Covid-19 regulations.

A study by Black, et al. (2020), found that many young people in Kenya had difficulties with sexual and reproductive health (SRH). Other difficulties included those associated with early pregnancy, Sexually Transmitted Infections (STIs), HIV, and their detrimental effects on one's health as well as their social, psychological, and economic repercussions. The pressure exerted by COVID-19 pandemic put on the social systems, from local to national levels of government, only serves to exacerbate this. The "stay-at-home" directives widened gender disparities in the classroom and raised the danger of sexual exploitation, early and unwanted pregnancy, and early and forced marriage (EFM). When Kenyan schools resumed in March 2021, due to lack of school fees, pregnancy, and other reasons, some students did not attend to class, according to the Global Partners for Education report (GPD, 2021). In actuality, abusers employed COVID-19 restrictions to apply power and control over their victims by restricting access to resources, assistance, and psychosocial support from available helpline services (Abel et al., 2020). The crisis was too much for the stepping-in organizations like Vincentian charitable programmes.

The Vincentian Congregation's Newsletter (Western Province, 2021: Issue. 5) pointed out that movements of charities' funds to and from the outside were also disrupted. In the



Newsletter Issue 6, entitled, “Kenya Region Grows”; (pg.6) Kenya region and missions experienced charity reduction due to COVID-19 pandemic. School fees donations, home-based feeding programmes, drilling wells and support for the elderly and HIV/AIDS care were disrupted causing stress and alarm for beneficiaries (Dobson et al., 2020). It is on these drawbacks that the study sought to address for the Vincentians financial sustainability preparedness of the charitable works in Nairobi County, Kenya.

According to a study by Busienei (2017), financial availability plays a lot in the success of the NGO programmes, hence, income generating is so important to project sustainability. This study dwelled much on income generating activities of NGOs projects. However, it failed to look at other aspects of sustainability and preparedness of Church-based charitable organizations. It is this gap that the existing research seeks to bridge.

### **2.3.2 Financial Sustainability Preparedness of VCPs in Light of COVID-19.**

COVID-19 pandemic is believed to have influenced the world in a number of ways, however, a great percent was economic or financial. Life’s ventilator mainly financial support was highly disrupted and destabilized. Vincentian charitable programmes in Nairobi were not an exception.

According to United Nations Children Education Fund (UNICEF) report (2020), COVID-19 had a significant impact on many individuals worldwide, and nations came up with measures essential for the avoidance of COVID-19 Pandemic virus hence, measures such as quarantine and social isolation, lockdown strategies to protect the populations from the risk of contamination (Abiad et al., 2020). Most countries started applying those measures resulting to serious disruptions of operations.

Many charitable organizations in European countries reduced staff and volunteers. Employment of staff had been reduced with high numbers. In Poland, workers were reduced by 17% of and 36% of volunteer, workers had salary pay cut which most workers suffered but it became one of the strategies that help organizations to sustain themselves (EFA, 2020). Yet this kind of measures resulted in destabilizations of operations as well as sufferings in terms of low incomes.

COVID-19 pandemic has also created a significant shift in many organizational activities and that has affected their ability to acquire and utilize financial and human resources (Alvarez et al., 2020). Many charitable organizations experienced limited resources even before

the pandemic and some of them were surviving on governmental programs to operate (John Hopkins University, 2020). With the emergence of the COVID-19, the situation even became worse, again resulting into disruptions of activities and low inputs from programmes.

Studies on the financial outcome of the pandemic on charity income with many consequences have been done. According to McKibbin and Fernando (2020), studies on charities' consistency showed that most would attain significant losses and would not survive to 2021. The report shows that 69% of the NGOs would require one year to return to normal. Moreover, 39% of charity organizations had reduced staff and 33% of it used private staff with the intent of decreasing the amount of donations. All these happened between May 2020 to August 2021. A lot of activities were prohibited like concerts, fun runs, selling of products and items which reduced fundraising opportunities. Even door to door donations were prohibited (Naido & Fisher, 2020; Lohmann et al., 2020). Such situations influenced organizational functioning and Vincentian charitable programmes were not an exception.

In Africa, most donor support preferred COVID-19 related projects including sanitation and hygiene projects like washing hands, distributing masks, hand wash facilities and materials and also creating awareness about the pandemic- (Rottkamp, 2021).

In Kenya, Ouma et al. (2020) and Pressgrove and McKeever (2016) noted that due to the pandemic outbreak, most charitable organizations were forced to adopt other ways of raising income such as establishing entrepreneurial small business to satisfy the cravings of clients. In addition, many NGOs and nonprofit organization turned their attentions to strengthening commitments to member's subscription fees, changes and shares (Tsang et al., 2021).

A study by Nestor, (2015) in Kenya investigated sustainability of children's homes. It found that most organizations tended to come up with alternative financing strategies to implement and run their set of projects. Some of the valid strategies included earnings from investments, partnerships and collaboration among charitable organizations, and promotion of volunteer works. Despite all these, many charitable organizations in developing countries, particularly in Kenya seemed not to see success and they still relied on donor support (Oino, 2015).

A study by Nato (2021) on the effects of financial sustainability practices in non-governmental organizations in Kenya, revealed that donor relationship management through continuous communication was essential for funding strategy. The current study seeks to

propose adoption of good financial practices such as budgeting transparency as well as constant audit as the best means of communicating accountability for trust building to bridge the gap of accountability and transparency as a medium of communication with donors of VCPs. Mwangi (2012) in his research on financial risk management, disclosed that risk management helps an organization to appropriately detect strategic areas that brings losses to organizations and decides on critical procedures of dealing with such an exposure. On the same vein Mucheru, (2020) revealed that setting up risk management department, such as an effective internal audit, and audit committee enrich financial performance and sustainability of an organizations. More so, both preceding studies above dwelled on risk management proposal but failed to propose preparedness measures such as organizational capacity building as a way of preparedness. The current study seeks to bridge this gap.

Additionally, Ngoe (2018) in a research on factors affecting financial sustainability of Youth development projects in Mombasa noted that financial stability was affected by strategic financial planning, supervision, financial procedures and controls adopted by the organizations, record keeping systems, and financial reporting and reinvestments. However, the current study seeks to emphasize sustainability preparedness measures such as awareness creation on vaccination in case of a pandemic such as COVID-19, and for unexpected occurrences as important aspects of financial sustainability of an organization.

### **2.3.3 Strategies Towards the Financial Sustainability of Charity Organizations**

COVID-19 effects created a big challenge to financial sustainability to general life support systems. Consequently, organizations need exceptional strategies going forward. The pandemic had effects which were not only negative, but also positive. This research attempts to uncover and proposes ways to financial sustainability.

#### **2.3.3.1 Positive Aspects of COVID-19 Pandemic**

Due to the strict control of human movements when performing daily duties, the negative effects of the COVID-19 pandemic were: social, economic, physiological, and psychological in nature. Other issues included the potential to damage on national defense and security of nations. However, there were certain interesting trends recorded during that period. In Europe and even in the USA, for instance, public health department recognized that amidst sufferings inflicted due to lockdown, quarantine, deaths and fear effects, there was a decline in

viral infections and better hygiene among the public (Nelson, 2020). Many people took public health advice of hand washing and general hygiene seriously that resulted in general viral control and sanitation. Besides, COVID-19 negative consequence, people adapting to new life patterns like never before. Families, for instance, spent quality time together, fulfilled hobbies, and earned important life skills (Kamdi et al., 2020). In Asian regions, Malpass (2020), observed that in order to deal with the challenging COVID-19 situation, families and communities in Sri Lanka engaged in high levels of social solidarity and social consciousness. As a result, everyone resorted to settling into a routine of sharing and taking care of one another, especially the old.

Islam et al. (2020), stressed the effectiveness and efficiency of operations through information technology that accorded creative technologies such as the zoom, Google meet, and many others. These could not have come so soon had it not been for the challenge of COVID-19. UNCTAN (2020) report noted that the pandemic produced individuals who were resilient in facing life by utilizing opportunities to innovate in responding to situation. Emergence of creative businesses as a new source of income came up too. For example, Zoom, Google Meet, video conferencing, and other examples earn great income for the innovators while still meeting the administrative needs of the global community today and in the future.

These mediums grew very fast and became handy to making possible many organizations, governments and civil society's bodies to remain functioning amidst the pandemic confusion. Organizations, institutions including sponsors, were able to remotely coordinate actions from wherever they were (Magomedov et al., 2020).

In Rwanda Karim and Naz (2021) noted that COVID-19 presented novel and distinctive tests for infectious disease control body and highlighting effective strategies for containment. Innovation of Robots in the protection of health workers from infections was noted. The ease in operations so that other rich and middle income nations could learn from its inventive creativities were immense. Rwanda has made strides in medical and economic development over the last 20 years, and has emerged as a leader in healthcare in the East African region. In Kenya, according to an economic report (Pape, et al., 2021), recorded improvement in effective economic policy interventions such as soft loans from Governments and parastatals to recover. The Vincentians programmes for instance resorted to home based feeding programs and food distribution once a month. On a positive note, the pandemic, however, destructive as

it was, has nonetheless turned out to be an eye opener on programmes sustainability preparedness in Kenya. Work from home has opened a wide range of innovations and technology initiatives. Some of these are; online learning, and business conferencing. This has, however, come along with myriads of challenges such as facilitations of equipment such as computers, smart phones, internet routers, and internet data. Before the pandemic, online operations were for a few economically enabled people. In order to avoid being caught off balance, the current study seeks to suggest preparedness measures in readiness for future pandemics. Finances are always critical.

#### **2.3.3.2 Strategic Financial Planning and Leadership**

According to Lewis (2013), associations involving financial sustainability, management, appropriate budgeting, and strategic leadership, are all geared toward financial/income independence and sustainability. Lo et al. (2015), asserted that attaining financial sustainability calls for revenue and resourceful management techniques. Effective and successful management are overseen through a chain of established internal guidelines, which facilitate organizations to generate wealth which eventually results in accountability and financial control. At the same time, Lo et al. (2015) identified robust financial controls in building financial foundation and strength eventually resulting in efficiency and stability. In addition, well-organized establishments' financial planning, similarly permits the company to produce revenue through the commercial supervision of existing resources. Financial control systems need to factor in the establishments' requirements to envision the organization's dreams toward financial sustainability.

Likewise, appropriate planning through proper budget procedures enhances and organizes financial resources needed to execute programmes to achieve planned goals and objectives by ensuring the funding is available. It also helps monitor the effective use of resources as required. Aboramadan (2018) discovered that finding planning via various aspects such as budgeting and proper supervision enhances centering attention of managers towards achieving organizations objectives.

Harvey et al. (2013) asserted that alliance promotes amassing of capitals and ideas in executing a broad range of activities and attaining effective control at the same time gaining control over larger area of influence in the community and resources. This factors of alignment of human capital has a correlation between financial sustainability of charitable organizations.

A study in Kenya by Jacob and Gichuki (2017) depicts the significance of flexibility, integration with programme host, stakeholders and the community. These are signposts for stability that leads to financial sustainability in projects. The current study may enhance community involvement and strengthen local fundraising strategies and collaboration for continuity. The study pursues enhancement of local empowerment initiatives and capacity building, through training of local leaders and managers towards VCPs strategic financial sustainability preparedness.

#### **2.3.3.3 Own Income Generation**

Own income generating activities among CBCOs have been widely examined as a factor determining financial sustainability of ventures. Globally, a study by Stroke (2015) revealed that there is increasing number of women as bread-winners in families in Sub-Saharan Africa today. Studies in Bangladesh by Roy et al. (2017) showed that there was additional contribution of women in decision making in progressive agriculture.

Regionally, a study in Zimbabwe by Saungweme (2014), noted that sales of goods and services, financial management and corporate alliance and also consultancy were essential aspects of financial sustainability. Moreover, a study in Nigeria by Onyebu (2016) noted that rural women in Nigeria contributed 50% of households provisions and materials. These households' materials are also considered as alternative income generating activities for the households for survival and economic activity of people. Arhin et al. (2018) in Ghana, found that some CBCOs had taken an entrepreneurial spirit, good planning and industry to gain success in their core activities.

In Kenya, Ouma et al. (2020) found that the key to sustainable non-profit organizations is the enlargement of an entrepreneurial organization. Many charitable and nonprofit organizations are under pressure of having to shift their focus from just providing social support to producing money, as they are already under pressure to perform in a financing market that is becoming more and more competitive. The current study seeks to encourage financial independence through creating own income generating through projects such as schools, clinics etc. that are income generating within the VCPs in Nairobi Kenya.

Kangiri (2015) also cited economic enhancement and entrepreneurial activities as an important aspects of community growth. The study showed that having a wide-range of sources and income, helps in enhancing financial sustainability, and shields the organization from

external intrusion arising from dwindling donor funding and pandemics such as COVID-19. Hence income diversification becomes a handy variable strengthening options for financial sustainability in VCPs in Nairobi Kenya.

#### **2.3.3.4 Charity Organizations Control Measures**

Amartya (2016) undertook a study on the internal control system practices and its management responsibility among Nepalese NGOs. The findings indicated that Nepalese NGOs policy and practice formulation focused on maintaining effective internal control systems to ensure accountability.

In Kenya, Mwangi (2019) undertook a study on charities and Kenya's tax systems and corporate social responsibility. The study proposed the importance of introducing legislative provisions that provide for the various suggested proposition. The study further suggested that tax exemption reforms for charities and all the involved parties need to adequately prepare to be functional for a long time. The current study intends to tag in government's legislative controls' contributions to charity organizations and their financial safety nests that may ensure sustenance.

#### **2.4 Conceptual Framework**

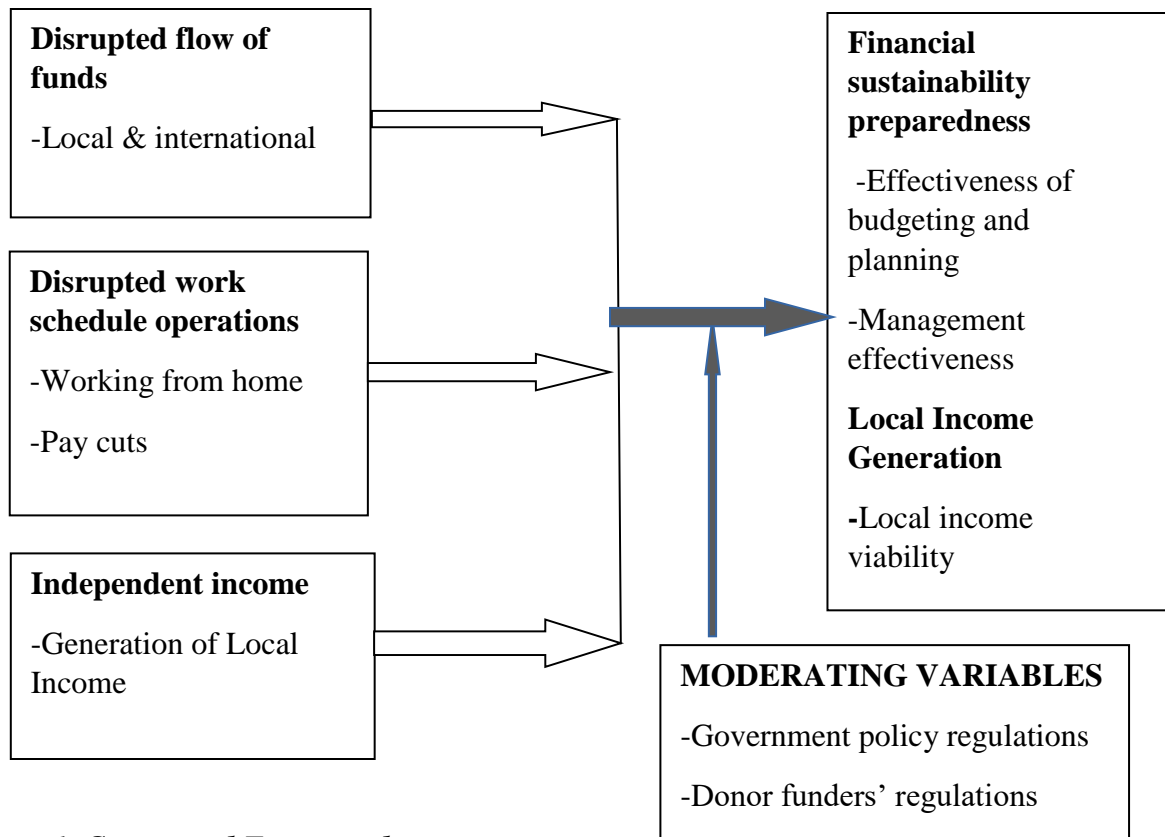
A conceptual framework illustrates in a form of a diagram the main objectives under investigations, significant aspects and variables. It shows the relationship among the variables concerning the research study (Bell & Bryman, 2015). This study was directed by the conceptual framework to explain the interrelationship existing among the Independent, dependent variables, and intervening variables.

## INDEPENDENT VARIABLES

## DEPENDENT VARIABLES

### Effects of Covid-19 Pandemic

### Financial Sustainability



*Figure 1. Conceptual Framework*

### 2.4.1 Explanation of the Conceptual Framework

Grounded in the literature review, the conceptual framework presents the COVID-19 pandemic and its effect on the sustainability preparedness of Vincentian Charitable programs in Nairobi county, Kenya. The idea is to relay the connection among variables of the study. The conceptual framework in figure 1, shows intervening, dependent, and independent variables. The independent variables appear to have a direct influence on the dependent variables. The independent variables are represented by the COVID-19 Pandemic effects; donor funding disrupted both local and international, operating lesser hours, operating from home, operating online, reducing workers, salary reduction, and death rates increase and fear. The dependent variable was formed by program sustainability which comprises financial sustainability; financial planning, including appropriate budgeting, strategic leadership, fund development,



International funding, and local Funding. Finally, the intervening variables were reviewed; Government regulation, competition from other charitable organizations, and donor fatigue affects smooth operations.

## **2.5 Knowledge Gaps**

The researcher examined many studies related to the current one. However, several gaps were identified in the studies reviewed. For instance, the researcher observed that some of the studies showed geographical gaps especially those conducted in other countries. The majority of the evaluated material came from a western setting. The Current study attempted to address effects of COVID-19 on VCPs financial sustainability preparedness in Nairobi County, Kenya.

Some other studies revealed a methodological gap because they adopted other research designs that are different from what the current study has adopted. A case in point is the survey research method with a sample of 116 used in a study on Covid by Yonki (2020) in Cameroon. A contextual gap was realized, and that is why the current study applied both qualitative and quantitative method to collect data for in-depth explanation of phenomena to shelve the gap.

While most literature referred to financial sustainability of companies, businesses; this study has shown that international charitable organizations found their preparedness strategies wanting. Consequently, this study has attempted to nail the issues of financial sustainability preparedness to both institutions and employees.

Finally, based on the literature reviewed, no materials covered COVID-19 and Vincentian sustainability in Africa, in general, and Nairobi-Kenya, in particular. Therefore, this gap necessitated this study.

## **2.6 Chapter Summary**

The chapter reviewed both theoretical and empirical literature. It has also addressed the topic under study addressing both independent and dependent variables presented by the use of a conceptual framework. The chapter concluded with addressing gaps in Knowledge. The next chapter presents the research methods used in the study.

## **CHAPTER 3: RESEARCH METHODS**

### **3.1 Introduction**

This chapter discusses the methodology that was applied in undertaking this study. The section incorporates the study research design, the study location, the target population, and sampling techniques. It also gives the research instruments, data collection techniques, data analysis and ethical considerations.

### **3.2. Research Design**

In order to better understand the research concerns, this undertaking applied an embedded research design, which combines qualitative and quantitative approaches. The choice of the design provided chances for the researcher to have a wide horizon of the objectives of the study. In so doing, it allowed the researcher to have a holistic approach to the study phenomenon. The study gave priority to qualitative data, while quantitative data played a secondary role. In order to evaluate occurrences in relations to the connotations people assign to the theme under investigation, qualitative data aimed at gaining a thorough understanding of respondents in their natural environments (McLeod, 2019). The quantitative data relayed a statistical analysis of the findings using the SPSS techniques.

### **3.3. Study Location**

The study was carried out on three Vincentian Charitable Programmes (VCPs) in Nairobi County, Kenya, because of their appropriateness to the study. Nairobi County has four (4) VCPs. Of these, three are located in Langa'ta and Kibera, east of Karen, and North of Ongata Rongai, and south of the Central Business District Nairobi (CBD). The VCPs that were used in the study are DREAM center, DePaul youth wood work, all of which have beneficiaries from around Kibera, Kuwinda, Rongai, Embul-bul. DePaul Kamulu Primary School (DKPS) is located on the eastern part of Nairobi CBD, and has beneficiaries from Ruai, Dramvale, Kipawa and Kamulu village itself. The choice of different kinds of institutions created diversity, allowing the study to acquire varied data for better understanding of the objectives of the study.

A description of the sites chosen for the study is provided in Appendix 6. This description aims at enabling the reader to understand the nature of the Vincentian Charitable

Programmes so as to appreciate the dynamics that must have been experienced during the COVID-19 pandemic and the post-pandemic period.

### **3.4. Target Population**

A target population, according to Vonk (2017), is the collection of people that the researcher desires to examine in terms of its characteristics. All of the directors, managers and employees in the VCPs in Nairobi County make up the study population. Managers and directors were targeted because they manage and oversees the institutions, thus they are responsible for all the administrative plans and understand the organizational programs. They were therefore presumed in this study to be able to provide the required information. Similarly, the study targeted the staff because they are stakeholders and interact with the program beneficiaries. They also helped the implementation of these programs and, consequently, offered the data and information needed for the study.

The study targeted four managers, three directors and 146 staff. DePaul primary school Kamulu parish had 52 staff and beneficiaries. DREAM center in Lang'ata Nairobi had 45 and beneficiaries, and DePaul youth Wood work had 49 staff and beneficiaries, (MVPR, 2022). The choice for this population size was because of convenience and appropriateness, time constraints, and guarding against the dangers of the Covid-19 infections.

### **3.5 Sampling Frame and Techniques**

Sample size is the number of objects to be chosen from the population to create a sample number. It must be large enough to adequately represent the key characteristics of the entire population being studied (Kothari, 2014). Since the target population was small (152), a high percentage of members of the population was included in the study through census technique. These include 146 staff and six key informants who were composed of the directors and the managers or the chief executive officers (CEO). The sampling frame is presented in table 1.

**Table 1. Sampling Frame for Respondents**

<b>Type of Data</b>		<b>Target Population</b>	<b>Sample</b>	<b>Percentage (%)</b>
<b>Qualitative</b>	Directors	3	3	100%
	Managers	4	4	100%
	Staff	(146)	6	4.1%
<b>Quantitative</b>	Dream Centre	45	26	57.8%
	Wood Work	49	30	61.2%
	Kamulu School	52	32	61.6%
	<b>Total</b>	<b>152</b>	<b>88</b>	<b>57.9%</b>

The results in table 1 show that 57.9% were involved in the study.

### **3.6. Research Instruments**

Using questionnaires and an interview guide, this study collected information from the managers and employees of the Vincentian charitable institutions.

#### **3.6.1. Questionnaires**

A questionnaire is the method of data collection where a researcher prepares questions and addressed them to the respondents to answer, (Bernard & Orodho, 2018). The questionnaire, according to Kothari (2014), is free from the bias of respondents who are not approachable and reachable. Therefore, the questionnaire for the staff (Appendix 2) was used as the most relevant instrument to collect data on Covid-19 and the Vincentian charitable program's sustainability in Nairobi County.

The quantitative data was collected using self-administered questionnaires. The study employed the use of structured questions. According to the principles of qualitative research, the researcher was able to adjust the repeated questions through the questionnaire and restructure the questionnaire's instructions and questions based on the respondents' knowledge, opinions, and other factors. The structured questions facilitated easy interpretation and analysis of the collected data. These questions assisted to reduce variation of the responses from the respondents. There were both open-ended and closed-ended questions on the questionnaire.

### **3.6.2 Interview Guide**

The interview is a conversation between two parties' interviewee and interviewer which is administered by the researcher or assistants to collect data from the respondents. The interview guide (Appendix 3) was used to facilitate the collection of in-depth data, which was not possible through the questionnaire. This was important, especially for respondents who did not have time to fill out questionnaires and have important information for the research.

### **3.6.3 Observation Guide**

Observation guide is a technique of obtaining data through direct contact with the problem. It is a technique which helps researchers to observe the phenomenon in its natural setting (Kang'ethe, 2013). An observation guide was used to obtain information regarding the utilization of infrastructure and facilities for enhancement of financial sustainability measures. The observation guide enabled comparison of the information obtained through questionnaires and those obtained through the use of interview guide. The researcher observed, physically, the conditions of the infrastructure and the working spaces (e.g. Offices, Classes, Notice board, ICT Equipment, COVID-19 containment measures, environment, e.t.c) in Vincentian Charitable Programmes (Observation guide is appendix 5).

## **3.7. Data Collection Techniques**

Data collection procedures refer to the methods used in collecting data from the respondents that are identified by the researcher to obtain data that was needed Neuman (2014). In the current study, quantitative and qualitative data collection methods were utilized.

In order to collect primary data, the researcher obtained a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) (Appendix 8) and a letters of authorization from Tangaza University College (Appendices 9 and 10). The researcher then proceeded to the identified institutions to book appointments for data collection.

During data collection, the respondents were notified about the main purpose of conducting the study. Consent for participation in the study was also sought (Appendix 1). Questionnaires were supplied to the respondents; the researcher made follow ups to ensure that respondents had filled in the questionnaires and submitted them appropriately. The researcher then carried out the interviews to collect qualitative data using the interview guide. The

researcher personally conducted the interviews with the Managers and Directors and some of the staff.

### **3.8 Pilot Study**

A Pilot study was carried out on two different charitable programs which are managed by Vincentians and collaborators out of the Nairobi area that were not part of the study sites. This pilot study was carried out before the actual data collection. The essence of conducting the pilot study was to re-examine the reliability of data collection instruments and also acquire data that suits the objective of the study. Five staff members were sought to achieve this. Afterwards, the supervisors reviewed the research questionnaires and interview guides to ascertain the appropriateness of the tools.

### **3.9 Validity of the Data**

Kothari (2014) defined validity as the question of whether a procedure is measuring what it claims to measure. In order to ensure validity of the study, the researcher ensured that the entire data collected, and the concept would establish whether the results obtained met all of the requirements of the qualitative research method. Hence, two kinds of validity were applied. These included face validity and content validity. A face validity was applied to affirm whether what is intended had validity (Johnson, 2021). Moreover, content validity was applied which refers to the extent to whether the instrument covers the content that it is supposed to measure (Yaghmaie, 2003). Validity in qualitative research means the appropriateness and accuracy of the tools, processes, and data (Kothari, 2014). This was achieved by observing the workability of the instruments since a pilot study was carried before the study itself.

#### **3.9.1. Reliability of the Research Instruments**

Reliability refers to the extent to which the data collection techniques and analysis procedures produce consistent results. It also shows the ability of the study to generate the same findings to the same questions if the study were replicated elsewhere and the extent to which results are consistent over time (Mohamad, et al., 2015).

The reliability of the questionnaire was checked via the use of Likert scales. The Cronbach's alpha analysis rule that guided the study was: if alpha ( $\alpha$ ) < 0.6 it would be considered poor, 0.6 to < 0.7 was considered moderate, 0.7 to < 0.8 was considered to be good,

0.8 to < 0.9 was very good, while 0.9 > was excellent (Nawi et al., 2020). The alpha results for the instruments are presented in Table 2.

**Table 2. Reliability of the Likert Scales for Questionnaire**

Scale	No. of Items	Mean (M)	Cronbach's ( $\alpha$ )	Scoring rate	SD
Levels of the Effects of COVID-19 on VCPs	7	2.354	.863	1 to 5	0.305
Effects of COVID-19 on VCPs Funding Disruptions	6	2.845	.731	1 to 5	0.190
Measures of Preparedness for Financial Sustainability of VCPs	7	2.427	.912	1 to 5	0.224
Local Income Strategies for Financial Sustainability of VCPs	6	2.857	.766	1 to 5	0.205

**Key:  $M$  = Mean;  $SD$  = Standard Deviation**

From Table 2, Cronbach's test was used to confirm the reliability for Likert scales and the alpha values for the various scales:  $\alpha = .863$  (very good),  $\alpha = .731$  (good)  $\alpha = .912$  (excellent), and  $\alpha = .766$  (good). This implied that the scales in the questionnaire were appropriate to the respondents in the current study. The table shows the capacity of the tool to produce similar findings if applied elsewhere, hence reliable and dependable of overtime (Kalk, et al., 2015).

The study took keen interest to ensure that the type of data collected was always responding to the research objectives and questions, and the reliability test was aimed at establishing the degree to which results remains constant over time. The pilot study was used to assess the relevance of the research objectives as it tested the understandability of the research tools. Gupta (2017) claimed that a standard minimum value of 0.6-0.9 is recommended. The researcher tested the reliability of the instruments during the pilot process and obtained Cronbach alpha ( $\alpha$ ) levels between .71 and .758 and therefore took the questionnaire to have the required reliability (Walker, 2017).

### **3.9.2. Trustworthiness**

In a qualitative study, the common instruments for measuring the authenticity or trustworthiness of the research are credibility, conformability, transferability and dependability. Trustworthiness according to Connelly (2016) refers to the degree of dependability in the data, interpretation, and techniques applied to guarantee the quality of the study. According to Amankwaa (2016), any researcher undertaking any study ought to create the protocol and measures required for the analysis to be considered worthy by readers. Validity in qualitative research however depends on the capacity and effort of the researcher, as the researcher is the tool (Punch, 2013). This study, ascertained that the results of qualitative instruments are credible, transferable, confirmable and dependable as these being the ideals of trustworthiness.

The first factor, or requirement, was to establish that the instruments demonstrated the reliability of qualitative instrument results. This is because credibility simply tests the researcher's ability to convincingly connect the research study's findings with reality in order to support the veracity of the findings. In this study, triangulation was used to ensure that the research findings were accurate, rich, comprehensive, and well-developed (Creswell, 2014).

Transferability is more similar to generalizability or external validity in quantitative research than it is to transferability in qualitative research. The researcher sought to provide readers with assurance that the research study's findings applies to various places, situations, times, and populations in order to ensure the transferability of the results from qualitative instruments. This were accomplished by describing the high level holistic work that Nairobi County VCPs are doing. The study contextualized the feedback from participants in light of the underlying social and cultural contexts that form the basis of the research study. This enables readers and scholars from the outside to assess the transferability for themselves.

Once more, dependability and trustworthiness are of utmost importance because they establish the study's findings as reliable and consistent. This study ensured that nothing was missed during the endeavor and that the final report is accurate. As a result, the researcher sought the assistance of an outside researcher to audit the research study. The final aspect of trustworthiness that a qualitative researcher must guarantee in the study is confirmability. This relates to the degree of assurance that the study's conclusions are based on the accounts and statements of participants rather than possible researcher biases (Punch, 2013). The researcher conducted an audited the trial phase to see whether participants influenced the results more than



the researcher. In order to do this, a description of the data collection, analysis, and interpretation processes was provided. Themes that are unique and interesting was provided in data reporting. Thoughts were coded as well as rationale for why the researcher merged codes together were also written and an explanation of what themes mean was provided. The researcher also adopted reflexivity when collecting and analyzing data by flashing back at his own background and situation to see how these inspire the research process. He accomplished this by keeping a diary in which he recorded how the research process proceeded in light of his views, values, and interests.

### **3.9.3. Data Analysis**

A qualitative analytical method as well as a quantitative analytical approach was used to examine and interpret the data for this study. In this instance, data was arranged, coded, and interpreted in accordance with the goals of the research, resulting in the objectives of the research findings.

The qualitative data obtained from the interview guide was analyzed thematically. Since this study took an embedded method with qualitative taking the upper hand. Quantitative analysis was used to support and to validate/strengthen the qualitative data. The quantitative data was collected and analyzed using descriptive statistics such as measures of central tendency and dispersion through the use of SPSS (Version 25). The analyzed data was presented in form of figures, tabulation, graphs, and charts. Inferential statistics were also drawn.

### **3.10.1. Analysis of Qualitative Data**

The Process of Qualitative data analysis consisted of segmentation of the data and reassembling them with the aim of modifying the data into findings. The findings consisted of descriptions that were more or less theoretical as well as explanatory amplifications of the research problem (Boeije, 2010). Initially data are organized, named/coded, classified and connected; and all these processes entailed interpretation.

According to Creswell (2011), data analysis in qualitative research proceed hand –in-hand with other parts of the developing qualitative study, such as the data collection and the write-up of findings. The researcher in this study followed Creswell’s and Boeije’s methods of analyzing the qualitative data systematically following all the six steps (Creswell, 2014). The researcher had two qualitative data collection instruments: in-depth interview guide and

observation guide. After collecting the data, the researcher sorted and organized data by grouping it according to the type of tool applied in data collection, and also organizing them according to the questions.

The interviews were then transcribed from the scribbled notes paying attention to quoted statements. Next, reading the transcriptions carefully, the researcher coded the transcribed data by coloring words or phrases that seemed to carry specific meanings. By segmenting them into paragraphs and assigning specific words or phrases, the researcher was able to generate meaning from the data. The next step involved verifying the codes through inter-coder agreement check. The codes were then used in step four to develop themes by combining similar codes together. Since the researcher was using interview and observation guide, in step five the researcher connected the interrelating themes.

In the final stage, the researcher stated the salient statement, formulating meanings and came up with themes which were presented later in chapter four of the research study. The findings of the qualitative data are presented alongside and complemented with the findings from the quantitative data in order to draw conclusion based on the findings from the two approaches.

### **3.10.2. Analysis of Quantitative Data**

Quantitative data analysis involves transforming the responses on the questionnaire into a form that can be manipulated to produce statistics (Chatterjee & Hadi, 2015). The quantitative data obtained from the closed ended questionnaire were cleaned, coded and categorized. Then it was keyed into the computer and summarized by the use of the statistical package for social sciences (SPSS) version 25. The generated statistics from current study included descriptive statistics. The descriptive statistics were presented in tables of frequencies and percentages, followed by charts to provide clear visual representations. Inferential statistic on the other hand was used to establish relationships of the variables. The Pearson Product Moment Correlation was utilized to establish the relationship that existed among the variables. The result was then presented in a table to show the correlations whose values were interpreted thereafter.

### **3.11. Ethical Considerations**

Ethical considerations refer to the moral standards that include due care by adhering strictly to the procedure of conducting research ensuring that respondents are not affected

negatively or by undertaking personal gain. Researchers have the obligation to keep confidentiality and taking precautions in protecting the information obtained and stored in accordance with the law regulating confidentiality.

Testing was done to display similarity Index to ascertain anti-plagiarism. Information gotten was acknowledged and its source evidently indicated. None of the participants was coerced as they filled in the research tool voluntarily. All the participants were given due respect without prejudgments and labels. The identity of participants, especially in interviews was kept confidential by the use of codes recorded in a participants' matrix (Appendix 6). Participants were informed that they were free to leave the research whenever they chose to do so. All participants signed a consent form after reading the explanation. The researcher also secured all the documentations from Tangaza College research office and from NACOSTI.

### **3.12. Chapter Summary**

This chapter has presented the research methods followed in the study. The embedded mixed methods research design was preferred and appropriately used. The chapter also stated the study locations, data collection and analysis methods. The chapter ended with presentation of ethical considerations. In the next chapter, collected data are presented and analysed.

## CHAPTER 4: DATA ANALYSIS AND PRESENTATION

### 4.1 Introduction

This chapter presents the data collected from the field and the subsequent analysis of the same. The findings are presented in line with the objectives of the study. The results of data analysis are presented in tables for easy reading and understanding. The chapter opens with response rate and demographic facts.

### 4.2 Response Rate of the Respondents

The research instruments aimed at collecting both the qualitative and quantitative data. The researcher interviewed all the three (3) directors, three (3) managers and five (5) staff members from a target of six purposively sampled. The questionnaires soliciting mainly quantitative data was distributed to all staff from the three institutions. The response rate of the respondents is captured in Table 3.

**Table 3. Response Rate of the Respondents.**

<b>Instrument</b>	<b>Target Respondents</b>	<b>Questionnaires given out</b>	<b>Achieved response</b>	<b>Percentage (%)</b>
<b>Interview Guide to Management and Staff</b>	Directors	3	3	100%
	Managers	4	3	75%
	Staff	6	5	83.3%
	Dream Centre	26	25	96.1%
<b>Questionnaires to Staff</b>	Wood Work	30	28	93.3%
	Kamulu School	32	31	96.9%
	<b>Total</b>	<b>88</b>	<b>84</b>	<b>95.5</b>

The results in table 3 show that response rates of 100%, 75% and 83.3% for directors, managers and staff respectively were satisfactory. A total of 11 interviews were conducted. More qualitative data was solicited from the open-ended questions on the questionnaire.

Table 3 also shows that response rates for the respondents in the selected charitable programmes were good at 53.2% for Dream Centre, 56% for Wood Work and 58.4% for

Kamulu Primary School. Overall, the participants were 11 for qualitative data and 84 for quantitative data making a total of 95 participants. The respond rates were satisfactory, since directors and managers for each center gave the questionnaires to only those who were available. Some staff were either working on sif or had been laid off.

#### **4.3 Demographic Characteristics of the Respondents**

There were six (6) males and five (5) females all above 42 years of age. They had worked for over 10 years with the VCPs. Thus, they were knowledgeable and familiar with the sustainability policies and practices of the VCPs.

For quantitative data, the demographics characteristics of the respondents are presented descriptively using the scheme of gender, age bracket, level of educational and length of service in the VCPs as shown in table 4.

**Table 4. Socio- demographic Characteristics of the Adolescent Respondents.**

<b>Variable</b>		<b>Frequency (f)</b>	<b>Percentage (%)</b>
Gender	Male	41	48.8
	Female	43	51.2
	<b>Total</b>	<b>84</b>	<b>100</b>
Age Bracket	20-29	20	23.8
	30-39	32	38.1
	40-49	25	29.8
	50 and Older	7	8.3
	<b>Total</b>	<b>84</b>	<b>100</b>
Level of Educational	Post Graduate	4	4.8
	Graduate	21	25.0
	Diploma	34	40.5
	Certificate	21	25.0
	Secondary	4	4.8
	<b>Total</b>	<b>84</b>	<b>100</b>
Length of Service in VCPs	Less than 2 years	25	29.8
	3 to 6 years	28	33.3
	7 to 10 years	14	16.7
	Above 10 years	17	20.2
	<b>Total</b>	<b>84</b>	<b>100</b>

Table 4 shows that there were almost equal number of female as well as male staff who participated in the study. Majority were of the age bracket between 30 to 39, followed by ages 40 to 49. The results also show that participants were drawn from all levels of education with diploma holders taking the leading share at 40.5%. Of the participants, those who had served the VCPs between 3 to 6 years were more than any other category.

#### **4.4 COVID-19 Effects on Vincentian Charitable Programmes (VCPs)**

The first objective of the study was to establish the effects of the COVID-19 pandemic on the financial sustainability strategies of Vincentian charitable programmes in Nairobi County. Responses among directors, managers and employees in three programmes showed that there were both positive and negative effects. However, the negative effects weighed heavier than the positive ones.

##### **4.4.1 Positive Effects of COVID-19 on VCPs**

The major positive effects are treated under five themes: (1) enhanced digital literacy (2) professional development, (3) side hustling, (4) organizational learning, and (5) hygiene and environmental safety.

***Enhanced Digital Literacy:*** One respondent, MK1, specifically said:

During COVID-19 period, digital literacy was highly enhanced to reach out to organizations' beneficiaries. In my school, digital media became a means of reaching out to students and staff to avoid infections during the COVID-19 period. Moreover, during the pandemic and after, new equipment such as Wifi, routers, modems, computers, tablets were purchased as a way of improving online communications outreach to teachers, students, parents and other beneficiaries (Manager 1, interview, December 26<sup>th</sup>, 2022).

Digital literacy meant that much communication was in terms of reporting end of day or week of work or assigned responsibilities. Some of these had been verbal or reports given in weekly meetings. During COVID-19, that changed and so all reports could now be filed as permanent records. There was much learning involved.

***Professional Development:*** Respondents also acknowledged that the lockdown period opened opportunities for additional professional enhancements and revitalization within the organization. The need to work from home required that staff become compliant with information technology and communication (ICT). For instance, some teachers took some online short courses; which boosted productivity. As a means to enhance the organization's development, more technology equipment such as computers, cameras were purchased and many teachers and support staff were trained on online operations to comply with digital literacy.

In the DePaul Wood Work, there were measures to cope up with the pandemic challenges. A respondent, MWW3, reported:

During COVID-19 period, instructors undertook some training, sometimes teaching each other ICT skills. They had to teach their students theory using online medium. The teaching became so expensive on internet data purchasing. For one to use online forum, one has to be internet literate (Woodwork Manager MWW3, Interview, December 28<sup>th</sup>, 2022).

The professional development of this nature was something that most staff would continue to cherish. They upped their ICT skills, especially exploring the use of Google classroom, Google meet and other platforms for interacting with students. Although many of these trainings were free, the major expenses were in terms of ICT gadgets and internet connectivity.

***Side Hustling:*** Some respondents saw positive effects in side-hustling as a means to survive the economic downtime. A respondent SK1, stated:

Some teachers became entrepreneurs which later even made some of them to change their careers. (Staff 1. Interview, December 27<sup>th</sup>, 2022).

It was acknowledged that side hustling has remained a reality to many staff in all the programmes. Employees learned the vital reality of having additional income. A respondent SK 1, said:

I started a family business, kiosks which I can operate in the evening after work or entrust to my wife or children, when I am at work. During the lockdowns or times of working at home, the side preoccupation was a viable reality. It was a realization of multiple skills that we staff had not exploited (Staff 1, Interview, December 27<sup>th</sup>, 2022).

***Organizational Learning:*** It is not always obvious for an organization or its employees to realize that there was new learning and adaptation of new ways out of a specific experience. In the present case, respondents vividly acknowledged that due COVID-19 pandemic lockdown, the organization learnt to do things in new ways; MK1 explained:

The activities such as meetings, conferences were done via zoom, Skype, and Google meet. Likewise, due COVID-19 protocol observance, hygiene in the facilities was enhanced (Manager 1. Interview, December 27<sup>th</sup>, 2022).



Additionally, MK1, Stated:

Submitting written reports effectively using the computers and other communication channels (especially email and WhatsApp); was enhanced. Valuing personal space and the use of personal protection gears, working from home and ensuring little family interruptions rose. Similarly, using the phone and valuing it as job tool without which much and essential communication was greatly enhanced (Manager 1. Interview, December 27<sup>th</sup>, 2022).

Another MK1 added:

A major lesson was about digital transactions. Management enforced the policy of payments of all staff through bank. Most staff learned how to use ATM cards and machines or connecting bank account to M-Pesa accounts. “COVID-19 may have had negative effects, however, many positive effect were inevitable” (Manager 1. Interview, December 26<sup>th</sup>, 2022).

***Hygiene and Environmental Safety:*** COVID-19 protocols that enforced hand washing, sanitizing, and social distancing were taken seriously in VCPs organizations. DD1; stated:

Despite the costs, the management and staff of DREAM Centre acknowledged that organization’ environment became healthier and safer. Protocol observance resulted in reduction of hygiene related illnesses such as stomach upset, bilharzia, and cholera (Director 1. Interview, December 28<sup>th</sup>, 2022).

The Dream Centre which deals with health related issues especially HIV/AIDS programmes, found the hygiene measures a very welcome measure. Other VCPs have equally acknowledged the improvement of environmental hygiene in their work spaces. The hygiene improvement has been kept up to date contributing significantly to the organization’s health situation.

Overall, one respondent DM1. Stressed:

We did not have major effects of COVID-19 apart from increased work load. We could not hire new staff. The entry of new employees is a bit challenging because they would need to learn the culture of the organization. COVID-19 time was not the suitable time for hiring new staff (Director 2. Interview, December 28<sup>th</sup>, 2022).

The researcher observed that after the COVID-19 upsurge had reduced, a number of the VCPs continued to observe some of the hygiene practices of washing of hands. For example, MK1: recounted:

In Kamulu School, learners were still encouraged to wash their hands. Moreover, a good number of teachers still carried around their sanitizer bottles into the classrooms (Manager 1. Interview, December 26th, 2022).

#### **4.4.2 Negative Effects of COVID-19 on VCPs**

The study revealed that COVID-19 had more negative than positive effects. The results from data analysis provided five major negative effects of COVID-19 to the VCPs. These were: loss of lives of beneficiaries, expensive administration and running costs, interrupted donations to local projects, uncertainty of working conditions, and unhealed hurts and emotions.

***Loss of Lives of Beneficiaries:*** Key among the negative effects were the loss of life among beneficiaries which heightened fears of contracting COVID-19. A number of parents of Kamulu primary school and one learner were reported to have succumbed to COVID-19. This information was circulated in all the VCPs and reactions were overwhelming. Besides the sympathy expressed about the lost lives, much of the reactions resulted in heightened fears of contracting the disease. So the hygiene and the work at home measures become necessary. Even if there could have been some staff resistance, the incidents of lost lives of persons connected to the VCPs changed the attitudes to the COVID-19 containment measures. One respondent DK1. Reported and said:

Among the most devastating experience and influence was that the organization lost a number of parents and one learner to Covid-19 related illness. This effect was so personal to me losing a student. This made the school to shut its door as soon as possible to avoid more deaths and infections (Director 1. Interview, December 26<sup>th</sup>, 2022). Another research participant SK1, added:

Covid-19 experience created a lot of fears in the organization's environment especially among symptomatic staffs and learners/beneficiaries. This made the work environment very scary. Some staff, literally, ran away from each other due to fear of infections leading to loss of interest in work and everything. This resulted into low productivity from us as employees (Staff 1. Interview, December 27<sup>th</sup>, 2022).

The obvious consequence was the rise in running costs.

***Expensive Administration and Running Costs:*** COVID-19 containment measures came in as additional policies with unavoidable expenses. More than ever before, the hygiene and sanitation department faced increased expenditure due to the fixtures of hand washing equipment and the detergents for mandatory hand washing and sanitization. Working at home led to demands for computers and internet connectivity leading to increasing costs. Workers were also expected to have smart phones to be able to perform many tasks from home and to communicate with the school and pupils.

The administrative and running costs were also transferred or shared with staff and beneficiaries. In schools for instance, poor learners and clients could not afford to pay for online requirements such as buying internet data, smart phones, tablets, and computers. Besides, so many learners and beneficiaries were not well versed with online functioning and digital literacy. Thus, if they did, it meant incurring added costs that were not part of their normal lifestyles. Respondent DK1, emphasized:

Working online or from home forced employees of many VCPs organizations to learn computer and get the skills or information communication technology. This was rather an unavoidable expectation from employers. However, clients such as HIV/AIDS patients or parents of our learners could not spend costs in learning ICT just for purposes of accessing services. Thus, while communication seems to have been improved by ICT adaption in our organization, it mostly served the staff. Most of the beneficiaries were not ICT compliant and so missed a lot of services (Director 1. Interview, December 26<sup>th</sup>, 2022).

The pandemic also affected the flow of money from local and international donors.

***Interrupted Donations and Local Income:*** The views of the respondents suggest that there were two scenarios concerning donations. In the first place, donations were interrupted. In school programmes, managers reported that due to COVID-19 situation, the organization experienced low income, especially when parents could no longer pay school fees. Parents either did not have money or the fact that their children were learning from home made them fail to appreciate the need to pay

tuition. Donors also were not sending donations anymore. Some of them died from COVID-19 and others had to spend money on their own safety and that of their families (MK1. Interview, December 27<sup>th</sup>, 2022).

Another research participant (DK1) explained:

Due to COVID-19 effects, the number for school intake was highly affected. This was because so many dwellers of Kamulu decided to move back with their families to their upcountry homes. Also, a good number of parents could not afford to pay for children in our school. They looked for places in public schools. The cost of renting and feeding the family in the city was high. Besides school fees, scholarships were also put on hold resulting to many drop-outs among learners who had been beneficiaries of the scholarship programme (DK1. Interview, December 27<sup>th</sup>, 2022).

DePaul Wood Work Centre faced serious financial challenges. A respondent DWW3, reported:

Financial flow from donors stopped, and this affected the operations of activities at the establishment leading to low production. Loss of some donors led to low production. Some donors also pulled out from programmes due to the uncertainty of the economic situations in their own home countries (Director 3. Interview, December 29<sup>th</sup>, 2022).

The sudden end to financial flow from donors led to various fears.

***Uncertainty of Working Conditions and Unhealed Hurts:*** It became apparent that particular organization could not efficiently run their activities effectively. Most staff were made to work half-day or on alternate days, while others were laid off completely. Loss of jobs or payment of half-salaries led to low or no income at all on the part of the staff. This led to hard economic times for all. A respondent SK3 retorted:

During COVID-19 time, I lost my job as a cook. I was not able to provide for my family and for my two old parents. My wife was pregnant and she needed to go for checkups but I did not have any money. I had to look for *kazi za mjengo* (building

construction job). I almost run mad from stress (Staff 3. Interview, December 27<sup>th</sup>, 2022).

Another respondent SK4 added:

The COVID-19 situation was so grave and caused a lot of poverty. I expected the remuneration of employees to be reviewed upwards but it was instead reduced! Since life was very expensive, and there were hardships everywhere, most staff could not

A respondent (SK5) remarked:

Even after I escaped being laid off, I did not find joy in my work because the environment was so lonely and boring. Besides, the work load was overwhelming since only a few of us were left to do jobs previously done by so many people. Additionally, whenever I returned home from work, I was being isolated because my family thought I could infect them with COVID-19. It was just hell both at the work place and at home as well (Staff 5. Interview, December 28<sup>th</sup>, 2022).

#### **4.4.3 Levels of the Effects of COVID-19 on VCPs**

The researcher sought to find the general opinions of VCP employees on whether the challenges of COVID-19 affected the sustainability of charitable programmes of the organization.

A Likert scale of seven items was used. Respondents rated their responses from 1 to 5, where 1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (D), while 5 = Strongly Disagree (SD). The results are presented in Table 5.

**Table 5. Responses about COVID-19 Effects on Operational Sustainability VCPs**

<b>Statement</b>		<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
1. HIV/AIDS care programs were kept on hold as Covid-19 containment measures	F %	26 <b>31.0</b>	23 <b>27.3</b>	13 15.5	8 9.5	14 16.7	84 100
2. Benefactors & volunteer workers for VCPs were no more available as travels ban & containment measures - controlling the Covid-19 infections	F %	34 <b>40.5</b>	29 <b>34.5</b>	7 8.4	6 7.1	8 9.5	84 100
3. The organization faced a deficit of resources to sustain its programs during the time of Covid-19	F %	24 <b>28.6</b>	29 <b>34.5</b>	10 11.9	7 8.3	14 16.7	84 100
4. Organization lost competent employees to carry out programs activities due to lack of training avenues and as a result of Covid-19 disruption.	F %	21 <b>25.0</b>	20 <b>23.8</b>	13 15.5	10 11.9	20 23.8	84 100
5. Charitable Programs faced tough operation challenges: purchase additional equipment such as mask, PPEs, additional workers during the Covid-19 pandemic.	F %	35 <b>41.7</b>	30 <b>35.7</b>	7 8.3	7 8.3	5 6.0	84 100
6. The food donation programs for our beneficiaries in Nairobi were highly affected during the time of Covid-19	F %	34 <b>40.5</b>	26 <b>31.0</b>	12 14.3	7 8.3	5 6.0	84 100
7. Our education scholarship program for poor needy students stopped due benefactor incapacitation as a result of Covid-19 effect	F %	22 <b>26.2</b>	32 <b>38.1</b>	14 16.7	8 9.5	8 9.5	84 100

The results in Table 5 show that there were more responses to the choice of ‘**strongly agree**’ and ‘**agree**’ compared to the neutral or the disagreements. The cumulative percentages of the choices strongly agree and agree for specific statements 1 to 7 are: 53%, 75.0%, 63.1%,

48.8%, 77.4%, 71.4, and 64.3% respectively. This implies that more than half of the respondents acknowledged the negative effects of COVID-19 on the operations of the VCPs.

In order to obtain a representation of the opinions expressed about the COVID-19 overall effect, the sum of the responses to the Likert scale were calculated. The range was 28 resulting from a minimum sum of 7 and a maximum sum of 35. The data was interpreted to mean, lower values indicated that COVID-19 had strong negative effects on the organization, while higher values meant that COVID-19 did not have much effect on the organization. The range was used to obtain three levels of effects of COVID-19 on the VCPs namely: High Negative Effect (7.0 – 16.4), Moderate Negative Effect (16.5 – 26.4) and Lower Negative Effect (26.5 – 35.0). The mean was 16.48 while the standard deviation was 6.90. A summary of these results is given in Table 6.

**Table 6. Levels of Effect of COVID-19 on VCPs**

<b>Level of Effect</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
High Negative Effect	48	57.1	57.1
Moderate Negative Effect	27	32.2	89.3
Negligible Negative Effect	9	10.7	100
Total	84	100.0	

The results in table 6 show that more respondents (57.1%) acknowledged the high negative effects of COVID-19. The researcher next presentation focused on how respondents thought the COVID-19 situation affected the funding of the Vincentian charitable programmes.

#### **4.4.4 Effects of COVID-19 on VCPs Funding Disruptions**

The researcher sought to find the general opinions of VCP employees on whether COVID-19 affected the funding of charitable programmes of the organization.

A Likert scale of six items was used. Respondents rated their responses from 1 to 5, where 5 = Very Great effect (VGE), 4 = Great effect (GE), 3 = Undecided (U), 2 = Low effect (LE), while 1 = Negligible effect (NE). The results are presented in Table 7.

**Table 7. Responses about COVID-19 Effects on Funding of VCPs**

Statement		NE	LE	U	GE	VGE	Total
1. The current programs would be financially sustained for a foreseeable future amidst the Covid-19 pandemic situation.	F	14	18	16	24	12	84
	%	16.7	21.4	19.0	28.6	14.3	100
2. Our organizations stopped running as a result of financial constraints during the Covid-19 pandemic era	F	24	16	8	21	15	84
	%	28.6	19.0	9.5	25.0	17.9	100
3. A number of our projects will increase amidst the lack of donor support and donor/benefactors incapacitation.	F	24	19	17	13	11	84
	%	28.6	22.6	20.2	15.5	13.1	100
4. The number of employees will be retained in the payroll.	F	13	25	15	21	10	84
	%	15.5	29.8	17.9	25.0	11.9	100
5. Our projects will still be able to financially sustain their operations by employing additional employees.	F	22	20	17	17	8	84
	%	26.2	23.8	20.1	20.2	9.5	100
6. We will still be able to purchase additional equipment for staff's protection such as masks, and PPE.	F	13	19	17	19	16	84
	%	15.5	22.6	20.2	22.6	19.0	100

The results in Table 7 show that fewer respondents acknowledged the choices of 'negligible effect' and 'low effect' compared to 'great effect' and 'very great effect.' The cumulative percentages of the choices low effect and negligible effect for specific statements 1 to 6 are: 38.1%, 47.6%, 51.2%, 45.2%, 50.0%, and 38.1% respectively. This implies that significant number of respondents would deny the devastating negative effects of COVID-19 on funding the operations of the VCPs.



In order to obtain a representation of the opinions expressed about the COVID-19 overall funding disruptive effect the sum of the responses to the Likert scale were calculated. The range was 24 resulting from a minimum sum of 6 and a maximum sum of 30. The data was interpreted to mean, lower values indicated that COVID-19 did not have strong negative effects on the organization since the respondents indicated low or no extent. On the other hand, higher values meant that COVID-19 had much funding disruption effect on the organization. The range was used to obtain three levels of effects of COVID-19 on funding disruptions for VCPs namely: Low Extend of Funding Disruption (6.0 – 14.4), Moderate Funding Disruption (14.5 – 22.4) and Very Great Funding Disruption (22.5 – 30.0). The mean was 17.07 while the standard deviation was 5.36. A summary of these results is given in Table 8.

**Table 8. Level of COVID-19 Effects on Funding of VCPs**

<b>Levels of COVID-19 Effects</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Low Extend of Funding Disruption	31	36.9	36.9
Moderate Funding Disruption	41	48.8	85.7
Very Great Funding Disruption	12	14.3	100.0
Total	84	100.0	

The results in table 8 show that more respondents (48.8%) felt that the effects of COVID-19 caused moderate funding disruption. A good number of respondents considered the effects as causing low funding disruption (36.9%) while a minority (14.3%) considered the effects as very disruptive to the funding of the programmes

#### **4.5 Effects of COVID-19 on Financial Sustainability Preparedness of VCPs**

The second objective of the study was to assess the financial sustainability preparedness of Vincentian charitable programmes in light of the COVID-19 pandemic. The Covid-19 related situations were believed to have had a lot of financial influence to the operations of the many organizations. The researcher, through in-depth interviews, sought the views of directors and managers as well as staff of the VCPs to examine if the strategies for financial sustainability preparedness helped the VCPs to remain stable during the COVID-19 pandemic situation.

#### **4.5.1 Measures of Responding to the Financial Disruptions by COVID-19 Pandemic**

Respondents reported various ways in which organizational management responded to four major challenges: financial strain, reduced income for operations, halted operations, and preparedness mechanisms.

**Financial Strain:** Several respondents reported that the organization moved swiftly to counter the burden of financial strains. The organization took drastic measures by reducing the number of staff through lay-offs and salary cuts. This was intended to allow financial sustainability of the organization amidst the Covid-19 situation. However, not all staff were allowed back after the COVID-19. This is what organizations do after an epidemic as a reorganization measure (Naido & Fisher (2020; Lohmann et al., 2020).

Other respondents pointed out that because of Covid-19 situation a lot of adjustments had to be put in place such as employing casuals instead of full-time workers. One respondent (MD2) said:

The management opted to expand its operations to the community in different catchment areas. The program also sought and got new donors who supported the testing and management of COVID-19 (Manager 2. Interview, December 29<sup>th</sup>, 2022).

More so, respondents associated with VCP dealing health reported that COVID-19 affected the operations of health related activities by expanding the clients. A respondent MD2, said:

The fact that, some of our clients had defaulted HIV/AIDS treatment, they opted to return may be because of the effects of COVID-19 and their vulnerability (Manager 2. Interview, December 29<sup>th</sup>, 2022).

**Reduced Income for Operations:** Most of the programmes acknowledged reduced income either from donations or local measures such as school fees in schools. It was reported that to save on the little income, the organization introduced half shift work. This was to allow staff to continue earning some reasonable pay for their daily living, however small, but also to allow the organization not to close down because of financial incapacitation. Working in shifts or

reduced hours corresponded with pay cuts. This is in consistent with McKibbin and Fernando (2020) on reduced charity operations. A respondent MK1, reported:

COVID-19 related changes resulted into loss of income through school fees since school was closed down as a result of lockdown. These changes made running of some aspects of the organizations to become impossible because of lack of fund to facilitate programmes (Manager 1. Interview, December 27<sup>th</sup>, 2022).

The respondents attached to the DePaul Wood Work Centre reported that their productivity became a challenge. The student's number dropped due to the lock down. A respondent MWW3, said:

We depend a lot on the labour of our students who also work to earn some income. Some students and staff got sick from COVID-19 related illnesses. For four months from September 2020 the staff started working alternately. Production went so low. At the same time orders from customers were very high but with few staff to carry out the work. This led to the loss of customers and customer trust (Manager 3 Wood Work. Interview, December 30<sup>th</sup>, 2022).

***Halted Operations:*** COVID-19 caused some operations to temporarily close. This was more so in the education programmes like DePaul Kamulu Primary School and DePaul Wood Word Centre. Some respondents intimated that before the COVID-19 pandemic the number of students in the Wood Work program had drastically dropped down. Subsequently the center lost a number of customers. This challenge appeared to have been linked to the fact that the students in the Wood Work programme were partly responsible for advertising the products of the institution. The COVID-19 containment measures made it impossible to recruit more students for the clients to access the products.

For example, a respond from DePaul Wood Work SWW1, stated:

We had no options but to accept the realities. Students' programmes were delayed for more than one year. Hence most programmes stopped and postponed for a later time (Staff 1. Wood Work. Interview, December 30<sup>th</sup>, 2022).

***Preparedness Mechanisms:*** Several respondents noted that the level of preparedness was not up to the COVID-19 control measures. For instance, a respondent MK1, mentioned and said

that “no savings were available to organization to handle eventuality” (Manager1. Interview, December 27<sup>th</sup>, 2022). Therefore, VCPs financial sustainability preparedness was heavily affected by COVID-19 pandemic.” At the same time, respondents expressly stated no programs to counter calamities were put in place. One respondent SDC 1 explained:

The effect of COVID-19 was grave, I wish workers should have been involved, listened to before the bosses made decision about changes at the organization. Workers should be assisted to start a group project such as Kuku (chicken), or the organization could endeavor to provide bursaries for school fees to kids of workers. Or workers should be granted loans to survive and to sustain them and creation of umoja (unity) group (Staff1 DREAM Centre. Interview, December 30<sup>th</sup>, 2022).

Another respondent revealed:

One center trained women on business entrepreneurship and how to start small business to support their families during COVID-19. The results are that some of the women who were trained are still able to sustain themselves with business. And there is follow up with project (Staff 2 DREAM Centre. Interview, December 30<sup>th</sup>, 2022).

However, another research participant complained:

during COVID-19 period, the organization food voucher for staff and clients was supplied to the poor at the gate to support the poor during COVID-19.” This did not go well with the staff. Another respondent reported that “Boda-Boda riders from the stage next to the DREAM Centre who had lost customers because of social distance protocol observance were also included to food supplies.” Charitable as the organization tried to be, sensitivity to their staff was wanting (Staff 1 DREAM Centre. Interview, December 30<sup>th</sup>, 2022).

#### **4.5.2 Measures of Preparedness for Financial Sustainability of VCPs**

In order to assess financial sustainability preparedness of the VCPs the researcher also collected quantitative data from staff. Especially, the researcher sought to find out if preparedness policies were employed during the COVID-19 pandemic and how charitable programmes managed specific situations.

A Likert scale of seven items was used. Respondents rated their responses from 1 to 5, where 1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (D), while 5 = Strongly Disagree (SD). The results are presented in Table 9.

**Table 9. Application of Financial Sustainability Preparedness Strategies during COVID-19 Pandemic by VCPs**

Statement		SA	A	N	D	SD	Total
1. Our organization carries frequent spending plans anticipated for proper spending report and audits for better financial plans	F	33	24	6	14	7	84
	%	39.3	28.6	7.1	16.7	8.3	100
2. Our programs conducts frequent budget versus actual analysis	F	24	31	9	10	10	84
	%	28.6	36.9	10.7	11.9	11.9	100
3. Our charitable organizations have good financial management leading to income growth from local investments.	F	13	27	21	15	8	84
	%	15.5	32.1	25.0	17.9	9.5	100
4. Our projects have organized financial planning for local revenue advancement of Vincentian programs.	F	10	37	18	15	4	84
	%	11.9	44.0	21.4	17.9	4.8	100
5. Our programs have training programs to prepare managers towards financial sustainability preparedness of the CM charitable programmes	F	16	33	14	14	7	84
	%	19.0	39.3	16.7	16.7	8.3	100
6. Our programs have a fully operational fiancé department.	F	30	27	13	12	2	84
	%	35.7	32.1	15.5	14.3	2.4	100
7. Our organization has trained and experienced finance personnel.	F	29	26	15	10	4	84
	%	34.5	31.0	17.9	11.9	4.8	100

The results in Table 9 show the different levels of the responses to application of sustainability preparedness strategies. The agreement to the use of strategies stands out through the choices of ‘strongly agree’ and ‘agree’ compared to the neutral or the disagreements. The

cumulative percentages of the choices strongly agree and agree for specific statements 1 to 7 are: 67.9%, 65.5%, 47.6%, 56.0%, 58.3%, 67.9%, and 65.5% respectively. Save for one statement, the six statement received a cumulative percentage of more than 50% in agreement that the VCPs continued to apply the preparedness strategies.

The level of effectiveness of the financial sustainability preparedness strategies was ascertained by summing up the responses to the Likert scale. The range was 27 resulting from a minimum sum of 7 and a maximum sum of 34. The data was interpreted to mean, lower values indicated that preparedness strategies were strongly applied during the COVID-19 situation while higher values meant that preparedness strategies were less applied. The range was used to obtain three levels of effectiveness of financial sustainability preparedness strategies for VCPs namely: FSP Strategies Highly Effective (7.0 – 16.4), FSP Strategies Moderately Effective (16.5 – 26.4) and FSP Strategies Not Effective (26.5 – 34.0). The mean was 16.93 while the standard deviation was 6.90. A summary of these results is given in Table 10.

**Table 10. Effectiveness of Financial Sustainability Preparedness Strategies in VCPs**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
FSP Strategies Highly Effective	49	58.3	58.3
FSP Strategies Moderately Effective	25	29.8	88.1
FSP Strategies Not Effective	10	11.9	100.0
Total	84	100.0	

The results in table 10 show that more respondents (58.3%) felt that the strategies for financial sustainability preparedness used by the VCPs were highly effective, 29.8% of respondents considered the strategies moderately effective while a small percentage of 11.9% felt the strategies were not effective.

#### **4.5.3 Local Income Strategies for Financial Sustainability of VCPs**

Additionally, financial sustainability preparedness for the VCPs was assessed by looking at the measures to increase local income. The researcher sought to find strategies employed during the COVID-19 pandemic that charitable programmes applied to increase local

or alternative income sources. A Likert scale of six items was used. Respondents rated their responses on a scale of 1 to 5, where 1 = Negligible effect (NE), 2 = Low effect (LE), 3 = Undecided (U), 4 = Great effect (GE), while 5 = Very Great effect (VGE). The results are presented in Table 11.

**Table 11. Approaches to Increase Local Income During COVID-19 Pandemic by VCPs**

Statement		NE	LE	U	GE	VGE	Total
1. In our organization we emphasize maintaining revenue advancements and earnings.	F	15	29	15	16	9	84
	%	17.9	34.5	17.9	19.0	10.7	100
2. We are dependent on revenue reserves to plan for new projects.	F	16	17	22	19	10	84
	%	19.0	20.2	26.2	22.6	11.9	100
3. We are Collaborating with other organizations.	F	21	27	16	8	12	84
	%	25.0	32.1	19.0	9.5	14.3	100
4. Our organization has local projects to subsidize donations funding.	F	16	25	13	16	14	84
	%	19.0	29.8	15.5	19.0	16.7	100
5. Our organization has local fundraising programs to subsidize donor fatigue.	F	17	14	17	20	16	84
	%	20.2	16.7	20.2	23.8	19.0	100
6. No own income generating plans	F	11	19	18	22	14	84
	%	13.1	22.6	21.4	26.2	16.7	100

The results in Table 11 show the different levels which respondents felt were mechanisms to increase funding, especially from local sources for VCPs to remain financially sustainable. The cumulative percentages of the choices ‘No Extent’ and ‘Low Extent’ for specific statements 1 to 6 are: 52.4%, 39.3%, 57.1%, 48.8%, 36.9%, and 35.7% respectively. Save for two statements, the rest of the four statements received a cumulative percentage of less than 50%. The measures for the VCPs capacity to increase local income or other income sources during COVID-19 pandemic were not clearly pronounced to the staff.

The level of effectiveness to increase local income was ascertained by summing up the responses to the Likert scale. The range was 23 resulting from a minimum sum of 7 and a maximum sum of 30. The range was used to obtain three levels of effectiveness of financial sustainability preparedness strategies for VCPs namely: Local Income Strategies Less Effective (6.0 – 14.4), Local Income Strategies Moderately Effective (14.5 – 22.4) and Local Income Strategies Very Effective (22.5 – 30.0). The mean was 17.14 while the standard deviation was 5.44. A summary of these results is given in Table 12.

**Table 12. Effectiveness of Local Income Generation Strategies**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Local Income Strategies Less Effective	25	29.8	29.8
Local Income Strategies Moderately Effective	44	52.4	82.1
Local Income Strategies Very Effective	15	17.9	100.0
Total	84	100.0	

The results in table 12 show that more respondents (52.4%) felt that the strategies used for increasing income sources by the VCPs were moderately effective, 29.8% of respondents considered the strategies less effective while the least percentage of 17.9% felt the strategies were very effective.

#### **4.5.4 Relationship between COVID-19 Pandemic Effects and Effectiveness of Financial Sustainability Preparedness Measures in the VCPs in Nairobi County.**

Having thus descriptively analyzed the effects of COVID-19 on the financial sustainability of the operations of Vincentian charitable programmes and also having analyzed the effectiveness of the financial sustainability preparedness of the programmes, the researcher sought to establish a relationship. Correlation analysis was used to establish the relationship between the independent and dependent variables.

Person correlation was carried out to test the direction and strength of relationship between COVID-19 pandemic effects and the effectiveness of the financial sustainability preparedness. Pearson Correlation Coefficients can indicate either positive or negative values indicating a direct or inverse relationship respectively. The correlation analysis also helped to determine the magnitudes of relationships. The magnitude of correlation coefficient follows the



following scale: 0.00–0.10= Negligible correlation, range 0.10-0.39 = Weak correlation, range 0.40-0.69 = Moderate correlation, 0.70 - 0.89 = Strong correlation, while range 0.90 - 1.00 = Very strong correlation (Schober, Boer & Schwarte, 2018).

**Table 13. Correlation of COVID-19 Pandemic Effects and Effectiveness of Financial Sustainability Preparedness**

		COVID-19 Pandemic Effects on VCPs Operations	Effect of Funding Disruptions on VCPs Operations	Effectiveness of Financial Sustainability Preparedness Strategies	Effectiveness of Local Income Generation Measures
COVID-19 Pandemic Effects on VCPs Operations	Pearson	1	-.040	-.132	.052
	Correlation (r)				
	Sig. (2-tailed)		.720	.232	.638
	N	84	84	84	84
Effect of Funding Disruptions on VCPs Operations	Pearson	-.040	1	.135	.393**
	Correlation (r)				
	Sig. (2-tailed)	.720		.222	.000
	N	84	84	84	84

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

The findings from table 13 show that there was a negative weak but not significant correlation between COVID-19 Pandemic effects and the effectiveness of financial sustainability preparedness measures ( $r = -.132$ ,  $p = .232$ ). This implies, as the COVID-19 effects intensified, the sustainability preparedness strategies became less effective. On the other hand, there was positive negligible and not significant relationship between COVID-19 effects and effectiveness of local income generation measures ( $r = .052$ ,  $p = .638$ ). This implies the effects of pandemic would not necessarily be responsible for the strength or weakness of local income generation measures.

The findings in table 13 also show there was a positive weak but insignificant relationship between funding disruptions on the operations of the VCPs and the effectiveness

of financial sustainability preparedness measures ( $r = .135$ ,  $p = .222$ ). However, the findings that show there was a positive weak but significant relationship between funding disruptions on the operations of the VCPs and local income generation measures ( $r = .393$ ,  $p = .000$ ). This relationship between funding disruptions and local income generation measures is considered significant even at higher confidence level ( $\alpha = .001$ ). Implying that the funding disruptions caused the VCP management to effectively implement the measures for local income generation.

#### **4.6 Strategies to Strengthen the Financial Sustainability of VCPs**

The third objective was to identify strategies to strengthen the financial sustainability of Vincentian charitable programmes in Nairobi County, Kenya. Several respondents gave their suggestions mindful that no programme could remain stable in the event of COVID-19 pandemic. Three themes stood out in the reflections of the respondents. These were; mainstream use of technology, prioritize the incorporation of local funding sources, and preparedness mechanisms.

***Mainstreaming the Use of Technology:*** Several respondents opined the fact that programmes had invested heavily in purchase of ICT equipment such as computers, mobile smart phones, routers and internet gadgets. The purposes for which this investment was made will be made realized in the long run. They should reduce on operational expenditure as well as make work efficient. A respondent reiterated that “as a way of preparedness more computers and internet equipment have been purchased in the school. The new equipment are in use and at the same time made available in case of eventuality such as the COVID-19 situation.” A related observation was made by MK1:

More infrastructure is being put in place in case a disaster like COVID-19 occurs in the future. The magnitude of effects and surprises will be reduced. Therefore, classrooms and more spaces should be put in place to respond to eventuality such as COVID-19 in the future (Manager 1, Interview, December 27<sup>th</sup>, 2022).

Respondents suggested that more digital literacy training should be carried out to enhance reporting, video and zoom meetings as part of preparedness measures to respond to future challenges faced by the organization. More funds should put in place to train the staff in digital

literacy to be well equipped to respond and adopt to online operations. However, we should be local in our focus.

***Prioritize the Incorporation of Local Funding Sources:*** Respondents emphasized the need for clear local funding options as an effective and sustainable measure for the future of the organization. Local funding mechanisms were identified by MK1 when he retorted:

Tap both local church benefactors and entrepreneurs. This will save the organization from foreign donor dependency. Schools that are under the sponsorship of a local church should seek both spiritual and financial assistance through their people (Manager 1, Interview, December 27<sup>th</sup>, 2022).

Other respondents suggested that local sourcing of funds should be encouraged such as borrowing of soft loans from local financial church related institutions such as Caritas, Waumini SACCO, and Verona SACCO; these have been known to offer loans at lower interest rates (Tsuma et al. (2020) & Rodell et al. (2017).

Furthermore, it was suggested that VCPs organizations should source funding from the local government to run its activities. This is possible by partnering with government to provide some services, equipment and materials. Therefore, as a way of securing financial sustainability preparedness for a better future, local organizations are encouraged to seek grants from local institutions and government.

Similarly, needy students should be affiliated to government bursaries through the Constituency Development Fund (CDF), Equity Bank scholarship of ‘wings to fly’ to help students locally instead of dependence on international donors. One respondent SDC1, observed:

Most charitable organizations, like VCPs, with religious foundations of international nature have tendencies to rely on their international donors and benefactors. But the challenges of COVID-19 have shown that local benefactors and sources are very vital. Otherwise operations of charitable organizations can easily be paralyzed (Staff 4, Interview, December 29<sup>th</sup>, 2022).

One respondent MDC1 disclosed:

“Somehow, we are already collaborating with the government in many ways. But sourcing for funds locally is important and crucial for sustainability purpose. As a

program, through the development office, we write proposal whenever there is opportunity. Also we have local donors who support us in-kind. For instance, they bring food for poor or sick clients (Manager 2, Interview, December 29<sup>th</sup>, 2022).

### ***Preparedness Mechanisms:***

While it was noted that the level of preparedness by VCPs was not up to the COVID-19 demands, respondents shared several views that could enhance the preparedness mechanisms in the future. One such view was the idea of starting projects for staff, such as the kuku project that can be handy during uncertain times to contribute to subsidize their incomes. The need for a staff SACCO was another preparedness mechanism mentioned.

The initiative of training women on business entrepreneurship was applauded. Such other initiatives could help not only the staff but also the adult beneficiaries of the Dream and the Wood Work Centres. One respondent DK1, said:

Local people should be trained or groomed “to be charitable to one another, to be responsible to their own projects that is, being donors to their own projects to enhance financial sustainability (Director 1, Interview, December 27<sup>th</sup>, 2022).

Some respondents said funds can be sourced through use of local churches via harambees (fundraising ventures) and food banks to feed students instead of donor dependency. It was said that *harambee* is a local Kenyan spirit of reaching out to each other and should be encouraged in the Vincentian Charitable Programmes.

## **4.7 Chapter Summary**

This Chapter has presented the research findings in line with the study objectives and research questions. The findings confirm that COVID-19 pandemic affected VCPs both negatively and positively. However, negative impacts were greater than the positive ones. The measures applied to contain the pandemic affected parents, children, the staff and the VCPs. The chapter has presented the suggestions on what needs to be done as preparation measures should another pandemic hit again. The next chapter is on discussion of findings.

## **CHAPTER 5: DISCUSSION**

### **5.1 Introduction**

In this chapter, the discussion of the findings is presented according to the objectives. Thereafter, Traditional African views about financial sustainability preparedness in light of the COVID-19 pandemic are presented. The researcher then attempts to give reflections on Biblical views on the subject of this study. The chapter ends with implications of this study.

### **5.2 Discussion**

The main goals of this study was to examine the effects of COVID-19 pandemic on the financial sustainability preparedness of Vincentian charitable programmes in Nairobi County in light of COVID-19 pandemic. Interviews, observations, and the quantitative analysis revealed both positive and negative effects of COVID-19 Pandemic on VCPs financial sustainability preparedness and also revealed great influence on the operations of the CM charity in Nairobi County, Kenya. The current study was based on three objectives as follows: to establish the effects of COVID-19 pandemic on financial sustainability preparedness of the Vincentian Charitable programmes in Nairobi County, Kenya, assess financial sustainability preparedness of Vincentian Charitable programmes in Nairobi County, Kenya, identify strategies that need to be put in place towards the financial sustainability of Vincentian Charitable programmes in Nairobi County, Kenya.

#### **5.2.1 Objective 1:**

This was to establish the effects of COVID-19 pandemic on financial sustainability preparedness of the Vincentian Charitable programmes in Nairobi County, Kenya

The study findings was that majority of the programmes in Nairobi in the selected study sites were affected by COVID-19. The effects were both positive and negative. However, the negative effects outweighed the positive ones.

The positive effects of the COVID-19 Pandemic: Positive effects were experienced under five different themes thus: enhanced digital literacy, professional development, side hustling, organizational learning and environmental safety.

The findings and results of the current study matched the literature review in which various authors reported similar results. For instance, the findings in the current study revealed enhanced digital literacy to reach out to clients during the COVID-19 period. Islam et al. (2020) in their study reported effectiveness and efficiency of operations during COVID-19 through information technology. The majority of participants of the current study reported creative technology such as zoom conferences, Google meet was adopted to maneuver around the COVID-19 pandemic period to run conferencing, meetings, and online classes.

On the theme of professional development, the findings of the current study revealed that during COVID-19 experience, professional development was improved. Managers and directors of VCPs reported that a good number of teachers and other staff enrolled for online courses which boosted careers and productivity at work. Karim and Naz (2021) in their study in Rwanda on technology development acknowledged that COVID-19 pandemic challenge presented new insights that highlighted effective strategies for continental inventions of Robots to protect health workers from infections and ease in operations and initiative for creative innovations.

On the theme of *side-hustling*; the current study also revealed that during COVID-19, so many staff set up small businesses to survive economic hardships of the period. This finding is in agreement with UNCTAN (2020). It reported that COVID-19 experience produced individuals who were resilient in facing life utilizing opportunities to innovate in responding to life through inventions of creative business through online business via zoom advertising, Google meet, and WhatsApp advertising. Hence, creativity initiative was inevitable during COVID-19 pandemic period.

More so, on the theme of organizational learning; the current study has shown that during the COVID-19 period, majority of participants reported organizational learning through new experiences. Consequently, COVID-19 experience resulted into new learning and new ways of doing things, such as Video conferencing, zoom meetings, and Google meet. This is in congruence with a study done in Ghana by Pape, et al. (2021). The study reported that COVID-19 effects turned out to be an eye opener to a wide range of innovations and technology initiatives such as online learning, business conferencing, and work from home.

On the theme of environmental safety, the current study findings showed that the majority of staff and managers appreciated consciousness of hygiene among the population in

school. In the Wood work and in the health care Centre (DREAM), high hygiene was observed that saved the VCPs staff of minor illnesses; such as stomach problems, bilharzia and drastic decline in viral and bacterial infections. This is similarity to the findings by Nelson (2020) in a study carried in Seattle in the USA among hospital staff. Nelson reported that amidst sufferings that COVID-19 had inflicted on the population, through lockdown, deaths, quarantine and fears; there was drastic decline in viral and bacterial infections such as cholera, bilharzia. Better hygiene was highly maintained among the public.

However, it is important to realize that the positive effects of learning, professional development, hygiene and environmental health were not well sustained post-pandemic. Observation showed that many ICT gadgets were rarely used, most internet facilities were rarely serviced since online meetings are no longer common and people loved to meet face-to-face. It implies that the expensive investments might go to waste in the a few years. The same is true for the hygiene equipment which are now lying unused. Thus, the reality of crisis adjustment might not be equated to significant learning.

**The negative effects of the COVID-19 Pandemic:** The negative effects of the pandemic were also experienced under five themes thus: loss of lives of beneficiaries, expensive administrative and running costs, interrupted donations of local income, uncertainty of working conditions, and unhealed hurts and emotions. From the interviews, (7) seven out 12 staff interviewed, indicated being highly affected COVID-19 related effects.

The study findings showed that one student died of COVID-19 related illness as reported by one participant. Other COVID-19 experiences such as lockdown, isolation, fears and stress resulted into more sufferings. These are similar to the findings by Fasani and Mazza (2020). Their study in the European Union, on COVID-19 response by immigrant workers noted high loss of lives and livelihoods, lockdowns and its effects such as isolation, fears, stress and job losses. Griffin (2020) in his study, also reported loss of life and livelihood. These are in conformity with the findings of the current study.

Furthermore, the participants in the current study narrated how COVID-19 effects had great influence on the financial sustainability preparedness. In order to run, institutions had to incur other costs, such as PPE, sanitizers, hand wash spots, purchase of new computers, and internet gadgets. A study by Al-Habaibeh (2021) retorted that expensive administrative and running cost of organizations during COVID-19 period forced these organizations to embrace

online practice of operation from home with a challenge of implementing and integrating new technologies and practices such as video conferencing. Realizing that much of the expensive equipment and structures installed during the containment measures is being run down due to neglect and misuse impacts on the sustainability practices.

Additionally, on funding interruptions, it was reported that some donors stopped sending funds as a result of precaution measures resulting to stoppage of some local programmes such as school fees scholarship, and other supplementary funds for smooth running. The current findings are echoed by Evans (2020). In his study in London, he found that funding disruptions was both locally and internationally. For instance, internationally the Vincentians fathers and affiliates in Wales and England saw a drop in donations to £243.33k (Kshs. 35,283)) from £797.79 (ksh. 115,679.55). On the same note, Yonki (2020) in Cameroon reiterated that most construction programs stalled due to funding incapacitation. Additionally, East African philanthropy network report (2020) affirmed that most of the activities and programmes were postponed due to Covid-19 regulations. These studies were echoed in the findings of the current study.

Naidoo& Fisher (2020; Lohmann et al., 2020) in their studies observed that a lot of activities such as concerts, fund drive, fun run and selling of products and items for fundraising opportunities and door to door donations were prohibited at the wake of the COVID-19 pandemic period. On the same note it was reported through the Vincentian Newsletter (Western Province, 2021: Issue 5), that the movement of charity fund to and from outside had been disrupted, hence school fees, digging wells and home-based feeding programmes was disrupted causing alarm and stress to beneficiaries. These findings are in congruence with the current study on disruptions on smooth running as a result of COVID-19 situation.

On the aspects of uncertainty of working conditions, the current study, participants, especially employees, expressed shakiness of job stability. They stating that since, COVID-19 time, they were not sure of their jobs. Majority of staff were hanging on to their *side-hustles*



in case they lost their jobs. Similarly, WHO (2020) reported that the effects of the COVID-19 pandemic had left so many working families jobless and dozen firms and institutions closed down. This caused job and employment shakiness and unpredictability of career permanency during the pandemic period. Moreover

On the issue of unhealed hurts and emotions, participants in the current study reported family breakdowns, mental traumas, and physical wife battering by husbands or vice-versa, stress and emotional distress in the wake of COVID-19 pandemic. Similarly, Abel et al., (2020) shared the same views in the study on the experience of COVID-19 during the period of COVID-19.

A very important aspect was brought out by the findings of the current study, especially the correlation results. The challenges that COVID-19 pandemic caused on the operations could have caused disproportionate ineffectiveness in the financial sustainability preparedness strategies in some Vincentian Charitable Programmes. Education institutions had to close down during the lock down and lost substantial support. However, the Dream Centre deals with health matters of HIV/AIDS which occurred to be a vulnerable group in the COVID-19 situation. Instead, many energies of donors and governments worked to keep such centres sustainable. The efforts were part of the global fight against COVID-19 pandemic. This explains the negative weak but not significant correlation between COVID-19 Pandemic effects and the effectiveness of financial sustainability preparedness measures. The sustainability preparedness strategies of VCPs as a single entity might appear effective, this is because they are mixed, and that is, while others focus on education, others are of health concern.

### **5.2.2 Objective 2: Assess Financial Sustainability**

Was to assess financial sustainability preparedness of Vincentian Charitable programmes in Nairobi County, Kenya. The current study participants reported that for their organizations to run during the COVID-19 period, some employees had to be laid off, Others were made to work half day or were forced to work on shift. The move, resulted into high work load on the few teachers who remained on duty. A study done in Poland on the issues of financial sustainability, (EFA, 2020), reported that 17% of workers were reduced and salary pay cut as one of the strategies that helped organizations to sustain themselves. This is correlations with the current study findings. Financial preparedness

The findings from the correlations analysis shed some light on the financial preparedness level of the VCPs. The positive weak despite insignificant relationship between funding disruptions on the operations of the VCPs and the effectiveness of financial sustainability preparedness measures, imply that the COVID-19 effects made the management take extra strategies. This is very evident with the posting of positive weak and significant relationship between funding disruptions and local income generation measures. Probably most respondents, especially staff, saw unprecedented efforts for management to enforce local income measures.

### **5.2.3 Objective 3: Strategies towards Financial Sustainability**

Objective three was to identify strategies that need to be put in place towards the financial sustainability of Vincentian Charitable programmes in Nairobi County,

The strategies in this section were captured in four themes namely: mainstream use of technology, Prioritize the incorporation of local funding sources, and preparedness mechanisms strategies.

On the issue of sustainability strategies, the current study is in congruence with, Ouma et al. (2020) and Pressgrove and McKeever (2016). Their studies reported that due to the pandemic outbreak most charitable organizations were forced to adopt other ways of raising income such as establishing entrepreneurial small businesses to meet the needs of clients. This is in line with the measures the VCPs organizations took towards sustenance of the schools. The current study has shown that some respondents proposed tapping on the Church benefactor and local entrepreneurs from local churches to sponsor school programmes and unfortunate children. This is in agreement with a study by (Tsang, 2021), who reported that strengthening commitments to member's subscription fees, charges and shares was one way of recovery from COVID-19 effects. The findings emphasize on local sourcing and partnering with local government. Tsuma (2020) and Rondel (2017) both reported and recommended collaboration among organizations to minimize competition and financial strains.

On the issue of local sourcing, the current study findings came up with something new on the area of school. The respondents emphasized on the use of Church membership, school

sponsors and entrepreneurs to support projects locally, to avoid dependency on foreign donations. This proposal could be adopted as a sustainability measure in modern times. Other respondents suggested setting up food banks to be used during COVID-19 period. Sourcing foods from local food donors is an alternative supplement to external donations.

Regarding preparedness mechanisms, participants showed multiple strategies as follows: borrowing from Sacco, Church run financial institutions such as Caritas, Verona Fathers Sacco, Waumini Sacco as alternative preparedness mechanism source of financing as opposed to external dependence. The findings in the current study is in agreement with some of the reviewed literature including the report by McKibbin and Fernando (2020). They suggested borrowing from financial organizations to enhance their financial sustainability. However, there was a slight difference in that the current study participants emphasized borrowing from financial organizations such as Sacco, and Church run financial institutions such as Caritas bank that offer soft loans and low interest rates as opposed to requesting for grants for enhancement of sustainability of organizations.

The findings in this current study also underscored the adoption of local scholarship schemes including government owned scholarships through the Constituency Development Fund (CDF), and Kenyan Equity bank scholarship program of ‘wing to fly’. The findings of this could be a new contribution in the field of financial sustainability preparedness measure in school and vocational institutions.

## **5.4 Theological Reflection**

This section presents the theological reflection on the findings of the study. It also lays out the African perspectives of sustainability and the values Africans place on sustainability of resources. Biblical understanding of sustainability with the sacred instruction of sustainability as God’s intention, communal perspective of wealth and the Ministerial implication are also addressed.

### **5.4.1 African Views of Financial Sustainability**

In traditional African culture, financial sustainability is drawn from the concept of common sharing of life and wealth. According to the Nguni concept of Ubuntu philosophy, Battle (1991), explains that this African culture expresses the concept of compassion, harmony in the interest of building and maintaining continuity of community with justice and mutual

caring and sharing. Hence, every member of the community is expected not to lack. Ubuntu believes in common humanity and interconnectedness and responsibility to each other and the common good of all. It is a culture that seeks to honor human relationships as primary in any social, communal or corporate activity. Ubuntu becomes a fountain from which actions and attitudes flow (Mkhize, 1998). Consciousness of what one is able to give and/or receive is included. The concept of Ubuntu is also grounded in the saying “*Umuntu ngumuntu ngabantu*” which means a person is a person because of others (Nussbaum, 2003). It essentially states that no one can be self-sufficient and that interdependence is a reality for all (Nussbaum, 2003). This conception is shared by Mbiti (2019) on African theology; “I am because we are, and since we are therefore I am”. It is with reference to the community that a person is defined. This explains the common sharing that supports financial sustainability of a community’s undertakings.

Literature indicates that the value of human dignity and creativity of human labour was cherished in African traditional society. According to Asuquo (2019) quoting (Igboin, 2011) noted that hard work is a value that stimulates positive influence in the family and the whole community. The hard working African makes unrelenting effort irrespective of failures and hindrances in an effort to sustain the family and the whole community. It was also noted that those who were not industrious became initial victims of slave trade. Ironically, hard-working children were always the last in receiving western education at the inception of Christian mission and colonialism. Hence parents only sent their lazy children to school since hard work was believed to be a cure for poverty, and to enhance financial sustainability of the family and the community. Asuquo recognized the saying of the Igbo of South Eastern Nigeria that wealth results from hard work. It goes; “the hand that works will put food on the table”. This implies that the human labour is the gateways to better man’s material well-being in the community

### **5.5 Financial sustainability and the Bible**

This section presents the Biblical perspectives of financial sustainability. It discusses both the Old Testament views and the New Testament perspectives.

In the Old Testament God is presented as participating in work through the action of creation of the heaven and earth. In Gen. 1.28, God created human being in his own image and likeness and granted dominion, and to multiply and fill the earth. This presupposes the ideals of continuity of God’s plan. The aspects of work and dominance shows significance of human

work and continuity of God's plan through human labour, hence it presents the sustenance of God's image through human work. Moreover, in Psalm 24:1, it is presented that to the earth is the Lord's and everything in it, and Deuteronomy 10:14, it says "To the Lord your God belong the heavens, even the highest heavens, the earth and everything in it". This connotes human aspects of stewardship through human work. Therefore, human labour is the continuation of God's work. This shows man's dependence on God as the source of her work.

The book of Isaiah 40:31 says the Lord shall renew their strength, they shall not be weary, but walk not faint. Sustainability is the intention of God in all human experiences and in human work. In Gen. 2:19, God created all kinds of animals, birds of the air gave humans the responsibility to give them names, God entrusted humans with the responsibility to participate in his work, making man to continue with the works of beatifying nature explicated in environmental care. On the same note, according to the narrative of creation, unique within creation, only men and women are created in the image of God (Genesis 1:27). This implies, however, a unique vocation to be God's co-worker in promoting what is right, good and true. Likewise, in the book of wisdom 9:2-3, humanity is formed and placed in the garden to govern and rule over his creation in holiness and justice. Moreover, in Gen. 2:15-6 God orders them to use creation within specified limits, "You may eat of every tree in the garden, but the one in the middle you may not eat". Continuity of God's plan but within restraint, depicting sustainability of God's creatures. Humanity are made to bear witness to God bear the splendor and goodness of the creator.

The book of Jeremiah 2:7 and Deuteronomy 11:12 man, is made steward of the earth and has to care for it on the behalf of God. Human stewardship essentially means, to ensure God's creation around him functions and prospers into the future to the degree that man is able to influence. God commissions human beings to oversee the creation in a way that sustains, safeguards, and improves his works so that all creation may accomplish the purposes God planned for it.

In the New Testament Jesus in Lk. 4:18-19 says; the spirit of the Lord is upon me to preach the good news to the poor, and to open the eyes of the blind and to bring liberty to captives and freedom to the oppressed. Jesus emphasized impartiality in what bring everyone at the same level with each other. St. James 2:1, reinforces that equity should to be the symbol in the Church and public community. This to the Vincentians is an invitation by Jesus to keep

a sustained service to the needy through their organizations. In *Evangelii Gaudium*, “the Joy of the Gospel”, Pope Francis (2014) of Pope Francis the Joy of the Gospel means being constantly ready to bring the love of Jesus to others. Jesus called his disciples to be his witnesses to the world. Jesus invited his followers and said; I have chosen and appointed you to go and bear fruits that will remain (Jn. 15:16-17). The works of the Vincentian through the works of charity organizations amidst the COVID-19 pandemic are geared towards making Christ’s love alive and bearing fruits in lives of the beneficiaries. In the words of Jesus in Mt. 16:3, man is keen on interpreting life pattern, world leaders, civil society organizations, religious organizations including the Vincentian charity organizations through its services ought to response to the signs of time, including COVID-19 pandemic, through financial sustainability preparedness of the VCPs.

As a public agenda, the Sustainable Development Goals especially goal number one, poverty eradication expresses a global ambition of making the world a better place for everyone, and above all through the construction of sustainable societies (Leer-Helgesen, 2018). The VCPs organization bids a response to this ambition. Moreover, according to Jesus all the law and the prophets rest on the greatest commandment: to love God and your neighbor as yourself (Matthew 22:36–40). It is a calling to compassion and care, to defend human dignity and protect creation, and to promote justice and peace.

When Jesus said, “I am the bread of life. Whoever comes to me will never be hungry again. Jesus assures sustenance and continuity in material, spiritual and moral provision. Whoever believes in me will never be thirsty” (John 6:35), an assurance of constant care for his people. Jesus promises to provide for those who would rely on in him (John 5:36) as reliance on God is as important as God is, the needy are provided for by Jesus through his current disciples all of us who believe in carrying on the Love of Jesus in our world today. The regular provision of our collective “daily bread” (Matthew 6:11, Luke 11:3) is a promise of sustenance as part of the life in all fullness that Jesus imparts to those who follow Him (John 10:10) and remain in him.

## **5.6 Ministerial Implication**

Human work demonstrates the glory of God. The book of Revelation 4:11 says; Worthy are you, our Lord and God, to receive the glory and the honor and the power, for you have created all things, and because of your will they existed and were created. Hence God’s glory is revealed

in human participation in work, in imitation of God's creative power that God shares with humanity. Moreover, Paul in his letter to Colossians 1:16, emphasized the purpose for God's creation thus; for in him all things were created, in heaven and on earth, visible and invisible, whether thrones or dominions or principalities or authorities—all things were created through him and for him.

Work engages in stewardship, Genesis 1:28-30. God blessed them and said to man, "Be fruitful and increase in number; fill the earth and subdue it, humans participate in God's purpose of work. God gives us stewardship role to continue to fulfill God's intentions. On the same note, Gen 2:15 says; "the LORD God took the man and put him in the Garden of Eden to work it and take care of it." Humans are granted the stewardship of God's hand-work to enhance it and make it better and attractive.

The parable of the talents in Mt. 25:14-30 teaches us that good administration and use of the talents, gifts received, and material good also is the work of justice to oneself and towards others. Hence, what has been received should be used accurately, conserved and enhanced. This shows sustainability of God's creation and gifts. Therefore, economic activity and material progress must be placed at the service of humanity and society. Consequently, when people commit themselves to such activities with dedication and faithfully with hope and love of Christ's disciples, even the economy and development can be transformed into places of redemption and sanctification. Jesus praised good stewardship aimed towards sustaining the master's goods. Thus, Mt. 25:21-28 tells us; "the master said, well done, good and faithful servant, you have been faithful in unimportant things; I will put you in charge of more. Come and share your masters' happiness. Lk. 16:10-12, makes it even clearer thus; "whoever can be trusted with very little can also be trusted with much". In Mt.6:19, Jesus emphasizes, cautiousness. "Do not lay up for yourself treasure on earth, where moth and rust can destroy."

In the spirit of stewardship and on dependence on God, Lk 21:1-4, Jesus saw the rich gave their gifts to the temple and also saw a poor woman who put in two silver coins. He said; she gave the best because she gave of all she had. Hence, we are just the stewards of all the gifts, endowments we have. Vincentians through the charity programmes purposes an ideals of stewardship with the resources to carry out God's care to his people thus the VCPs organizations. Furthermore, man has been equipped by God to be stewards of all he has given to humanity. "For God did not give us a spirit of timidity, but a spirit of power, of love,

and of self-discipline (2Tim.1:7). Paul says, humanity is to build a family and a society with financial plan to care for our families, support a consistent lifestyle, and reflect God's love. On stewardship, Pope Francis' encyclical *Laudate Si* (On care for our common home)" urges us all to be stewards of the environment as a responsibility we share with God himself.

COVID-19 pandemic and effects have become inevitable concern to financial sustainability preparedness to the Vincentian charity organizations in Nairobi County. For the Vincentians it is a call to respond to God's stewardship for sustainable social justice for all, and sharing of the earth's resources to promote the common good for all in a sustainable manner. Prophet Micah 6:8, said God loves mercy and justice. In the next, and last chapter, we make our conclusions and suggestions.



## **CHAPTER 6: CONCLUSION AND RECOMENDATION**

### **6.1 Introduction**

This chapter presents the conclusions of the study and suggested recommendations. The chapter also suggests the areas of further research for future studies that may benefit the Vincentian Congregation, the Non-governmental organizations, and the County Government of Kenya.

### **6.2 Conclusions**

The present study was anchored on financial sustainability preparedness and resource mobilization theory of financial sustainability of charities in view of the COVID-19 pandemic.

The study revealed that: Vincentian programmes and financial sustainability preparedness became vulnerable to the effects of COVID-19. It reduced and disrupted sources of funding resulting in difficulty in funding programmes that depended on external donations. Additionally, it was revealed that poor performance of staff, absenteeism of staff from work due to ill-health related to COVID-19 affected the VCPs operation. Therefore, the study concludes that the effects of the pandemic were overwhelming beyond the anticipated levels. There was less preparedness for financial sustainability preparedness. The strategies could not withstand the effects of the pandemic.

Furthermore, the findings revealed that to be in compliant with the Government protocol, the Vincentian organizations incurred additional expenses. Similarly, to maintain and enable continuity of operations the VCPs went into extra efforts of staff development and installation of expensive ICT services. These expenditures were both positive and negative. Positive in that the organization will be able to secure itself for a sustainable future; and negative, in that the organizations were financially strained to purchase this equipment to be able to function. However, the expensive ventures were not sustained after the pandemic subsided. Therefore, the unsustainability of new equipment, new operational methods and new learning calls for effectiveness of the sustainability preparedness.

In terms of organizational development, the findings revealed that the VCPs and their staffs learnt new way of doing things. In the area of generating local income and working with local organizations as well as acknowledging the government as local partner, the VCPs

were found to have performed well. Therefore, the effectiveness of local income generation strategies should be applauded

The COVID-19 pandemic, being health related, affected the VCPs differently. The primary school and youth vocational empowerment centers had moments of closure and their funding much disrupted. The Dream Centre on the other hand being directly related to the vulnerable health needs thrived. This was because it was seen by government as point of preventing further escalation of the pandemic effects. Disrupted donor funding was substituted with government and new funding focused on pandemic effects. Therefore, evaluating the financial sustainability preparedness of the VCPs should be carried out with different parameters/measures basing on the driving motivation of evaluation. What should be the way forward?

### **6.3 Recommendations**

Devoid of appropriate and wide-ranging strategies and their appropriate execution measures, nothing substantial can be achieved towards improving financial sustainability preparedness of the VCPs organizations in Nairobi County, Kenya. This will enable VCPs and beneficiaries to access the services they need to prosper. To address the particular need of VCPs, there are some work that has to be done. Participants in the survey agreed that VCPs organizations were affected by COVID-19 pandemic in their operations.

Based on the findings of the study offers five recommendations: First, there is need to consider government as a key partner to partner to address the challenges of operations during times of need such as COVID-19 pandemic

Second, VCPs should consider collaboration with other Church-Based organization to pull together to share notes, personnel, resources during times of disaster and pandemic such as COVID-19 pandemic.

Third, VCPs should establish income generating businesses to turn to during a time such as COVID-19, to boost financial sustainability preparedness.

Fourth, VCPs ought to help create staff income generating associations and support them with finance to maneuver around the difficult times of disasters as staff's financial sustainability.

Fifth, VCPs should opt to borrow from local entrepreneurs, local churches, and loans and credit agents locally to supplement external support in times of financial backdrop such as COVID-19 pandemic.

#### **6.4 Areas of further research**

This study recommends further research on Covid 19 based on four reasons: First, the current study has fairly a small sample. A research using a larger sample size would be appropriate to determine whether the themes arrived at in the study are still relevant to greater, or bigger number of establishments. Second, since all study participants were from the same county, a study in a different geographical location, with a larger sample size may reveal variations in the findings. Third, there is need to come up with a more diverse understanding on the stud. It would be advisable to carry out similar research in a different environment with different kinds of participants from a different setting and organizations. Fourth, given that this current study applied interviews guide, observation guide and embedded mixed method to come with results on the VCPs, there may be need to carry out a similar research using a combination of methodologies.

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## **APPENDICES**

### **APPENDIX 1: Letter of Introduction**

**TANGAZA UNIVERSITY COLLEGE-CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA) P. O. BOX 55055-00502, NAIROBI, KENYA**

Hello, my name is Alex S. O. Isonga, a master's student at the Tangaza University College (Catholic University of Eastern Africa-CUEA). I am conducting research on financial sustainability preparedness of Vincentian charitable programs in Nairobi County, Kenya in light of Covid-19 Pandemic.

You have been selected to participate in the study. Subsequently, with your consent, generously respond to this questionnaire. The researcher assures you that the information shared will be treated with the utmost confidentiality. Your name or other information will not be written on this form, and will not be used in connection with any information gathered for this study. You do not have to answer any question that you do not want to and you may stop at any point you want to. However, your honest answers to these questions will be highly appreciated in helping the researcher understand better the Covid-19 Pandemic effects and financial sustainability of Vincentian charitable programs in Nairobi County, Kenya.

Thanks in advance

Sincerely Yours

Alex S. Isonga

### **APPENDIX 2: Questionnaire for Staff**

#### **SECTION A: DEMOGRAPHICS**

1. Gender    Male [    ]                      Female [    ]
2. Age bracket. 18 – 28 [    ], 29 – 38 [    ], 39 – 49 [    ], above 50 years [    ]
3. Highest level of education attained  
Postgraduate [    ], Undergraduate [    ], Diploma [    ], Certificate [    ], Secondary [    ]

4. For how long have you been working in the organization?

Less than 2 year [ ] 3-6 years [ ] 7-10 years [ ] 11 years and above [ ]

**SECTION B: The Covid-19 Pandemic effects within the Vincentian Charitable programs**

1. To what extent do you agree or disagree with the following statements concerning the effect of Covid-19 pandemic on Vincentian charitable programs. Given a Likert scale of 1-5 where 1= strongly agree, 2=Agree, 3= neutral, 4= Disagree 5= strongly disagree.

Statements	1	2	3	4	5
HIV/AIDS care programs were kept on hold as Covid-19 containment measures.					
Benefactors, volunteer workers for CM programs were no more available as travels ban was put in place as containment measures in controlling the Covid-19 infections					
The organization faced a deficit of resources to sustain its programs during the time of Covid-19.					
Our organization lost competent employees to carry out programs activities due to lack of training avenues and as a result of Covid-19 disruption.					
Our Charitable organizations in Nairobi faced tough operation challenges since we had to purchase additional equipment such as mask, PPE, additional workers during the Covid-19 pandemic.					
The food donation programs for our beneficiaries in Nairobi were highly affected during the time of Covid-19.					
Our education scholarship program for poor needy students stopped due benefactor incapacitation as a result of Covid-19 effect.					

**SECTION C: The Financial sustainability strategies by the Vincentian charitable programs**

1. Indicate the extent of benefactor's withdrawal from the Vincentian charitable works during Covid-19. On a Likert scale of 1-5 where, 5= to a very great extent, 4= to a great extent, 3= Undecided, 2= to a low extent 1= to no extent.

Statements	1	2	3	4	5
The current programs would be financially sustained for a foreseeable future amidst the Covid-19 pandemic situation.					
Our organizations stop running as a result of financial constraints during the Covid-19 pandemic era					
A number of our projects will increase amidst the lack of donor support and donor/benefactors incapacitation.					
The number of employees will be retained in the payroll.					
Our projects will still be able to financially sustain their operations by employing additional employees.					
We will still be able to purchase additional equipment for staff's protection such as masks, and PPE.					

3. a). Other than the above issues what other comments do you have in relation to financial sustainability preparedness of charitable organizations?

.....  
 .....  
 .....

b) Are the income received for projects from multiple or single sources?

i) Multiple sources ( ) ii) Single sources ( ) iii) Both ( )

c) Does your organization have income reserve? a) Yes ( ) b) No ( )

#### SECTION D: Sound Financial Planning

4. To what degree do you agree or disagree with the following statements on financial sustainability preparedness of Vincentian charitable programs.

On a Likert scale of 1-5 where 1= strongly agree, 2=Agree, 3= neutral, 4= Disagree 5= strongly disagree.

Statements	1	2	3	4	5
Our organization carries frequent spending plans anticipated for proper spending report and audits for better financial plans					
Our programs conducts frequent budget versus actual analysis					
Our charitable organizations has good financial management leading to income growth from local investments.					
Our projects have organized financial planning for local revenue advancement of Vincentian programs.					
Our programs have training programs to prepare managers towards financial sustainability preparedness of the CM charitable programmes.					
Our programs have a fully operational fiancé department.					
Our organization has trained and experienced finance personnel.					

## SECTION E: Own Income Generation

On a Likert scale of 1-5 where 5= to a great extent, 4=to low extent, 3 Undecided, 2= To highly no extent, 1= to no extent



<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
In our organization we emphasize maintaining revenue advancements and earnings.					
We are dependent on revenue reserves to plan for new projects.					
We are Collaborating with other organizations.					
Our organization has local projects to subsidize donations funding.					
Our organization has local fundraising programs to subsidize donor fatigue.					
No own income generating plans					

THANK YOU!

### **APPENDIX 3: Interview Guide for Managers and Directors.**

1. Your Age: \_\_\_\_\_
2. You're Education Level: \_\_\_\_\_
3. How long have you worked in the Vincentian Charitable organization? In what capacities?
4. How did the Covid-19 affect your programs?
5. Has Covid-19 influenced the organization's operations? If yes, in which ways?
6. What are some of the effects of Covid-19 in your specific organization?
7. Do you have any other funding sources rather than donor support? If yes, explain.
8. Do you think sourcing for funds locally can contribute to the financial sustainability of your organization's goals? If yes, explain.
9. What type of mechanisms did you have in place for financial sustainability in your specific VC organization?
10. Has the financial sustainability preparedness of your programs been affected as a result of Covid-19 pandemic?
10. Please, share your views, about how you can improve your organizational operations in the future.

THANK YOU!

### **APPENDIX 4: Description of the Research Sites**

#### **History of St. Vincent DePaul Kamulu School**

St. Vincent DePaul primary school was established in 2008 by the then parish priest late Fr. Roderick Crowley, C.M and his assistant, Fr. John Musolo, CM. It began in a small way with 3 students and then later 7 and later grew to what it is today with over a thousand students. It begun with the aim of supporting poor kids from the then upcoming Kamulu, Ruai and Arthi

informal settlements. At the start of school it depended solely on donations from well-wishers and benefactors from outside Kenya to support expansion and the sponsors of learners. The purpose of the school was to help the then poor upcoming Kamulu Catholic Parish and Kamulu Township. Most of the students by then came from poor families; they were sponsored by friends and benefactors of Vincentians. The school has remained a Centre for assistance for poor children of this region of Nairobi. It has also been used to feed the poor from around the parish of St. Vincent DePaul Kamulu (Vincentian Newsletter, August 2022, Issue 6).

### **History of DePaul Wood Work Project**

DePaul Wood Work was established in 2003 by the Congregation of the Mission under the leadership of Brother James Don Levy, C.M. The Centre started with the objective of helping the unprivileged young men and women to get a second chance to education and career building. The Centre assist the youths to get services through provision and enhancing skills and talents. In this way it bridges the gap of formal education through imparting skills to young men and women. Some of the beneficiaries are street children; they get an opportunity in skill building, training and enhancement of talents. Regardless of the level of education, the programme takes any youth who can learn in order to help them build a career and enhance a better life. The programme takes two years to complete the carpentry course. The programme is affiliated to TVET examination and KNEC, and after graduation all the graduates are given tools each worth Ksh 25,000 to start their own shops so as to face the world out there. Besides, after graduation the graduates are employed as casual worker for a period of one month to enable them to perfect their knowledge and enhance self-assurance and skills in their work and also to give them some money to start new life (Vincentian Newsletter, August 2022, Issue 6).

### **Dream Centre - Nairobi**

This Centre was established in 2008 and the name of the organization is DREAM KENYA TRUST. DREAM is an international program offering treatment and care in ten African countries including Kenya. DREAM is an acronym for Drug Resource Enhancement Against AIDS and Malnutrition. Between 2006 and 2007, the religious sisters, Daughters of Charity (DCs) carried out an HIV and AIDS Assessment around Western Nairobi. They found varying responses and not fully comprehensive service at that time. There were many voluntary

testing places but none followed up to see that the client testing positive went for treatment, and hospitals dispensed medication but again without follow-up, no specific program to prevent mother to child-transmission existed pre-birth of the baby. In effect no totally comprehensive program existed. As a result of the assessment, the DREAM was started with technical and back stopping support from the Community of Sant'Egidio whose headquarters are in Rome, who had designed and already piloted the program in several African countries.

DREAM clients are mostly drawn from Lang'ata, Dagoretti, Ngong, Ongata Rongai and their environs. However, a few clients come from other counties beyond Nairobi and Kajiado counties. Besides HIV/AIDS testing, the programmed also provides: HIV Counselling, adherence counseling, provision of Highly Active Antiretroviral Therapy (HAART), Tuberculosis Screening and Treatment. The TB clinic has been a vital part of DREAM since 2008, and so is the Cervical Cancer Screening and Treatment. The Centre also provides for Antenatal Care and Immunization (Maternal and Child Health Clinic), and Nutrition support. It offers psychosocial support through support groups. Daughters of Charity of St. Vincent De Paul International Project Services in the USA and France support the program with resources for nutritional support for poor patients. DREAM Nairobi works very closely with the Archdiocese of Nairobi and Kenya Conference of Catholic Bishops (KCCB) through the Daughters of Charity. DREAM participates in regular meetings organized by the Archdiocese of Nairobi on health matters (DREAM STRATEGIC PLAN, 2022-2026).

# **APPENDIX 5: Observation Guide: Infrastructure, Resources and Utilities**

<b>Facilities</b>	<b>Available / Not Available</b>	<b>Available but not in good condition</b>	<b>Comments</b>
Old Facilities/Buildings			
New Facilities/Buildings			
Washing/Sanitizing Provisions			
Protective Gear			
Notices – for services			
Notices – for COVID-19			
Wash rooms - Sanitation			
ICT Components			
Income Projects			
Other			

## **APPENDIX 6: Participants' Matrix**

MK1: Manager Kamulu School

DK1: Director Kamulu School

SK1, 2, 3, 4, 5: Staff Kamulu School

DDC1: Director DREAM Centre

MDC1: Manager DREAM Centre

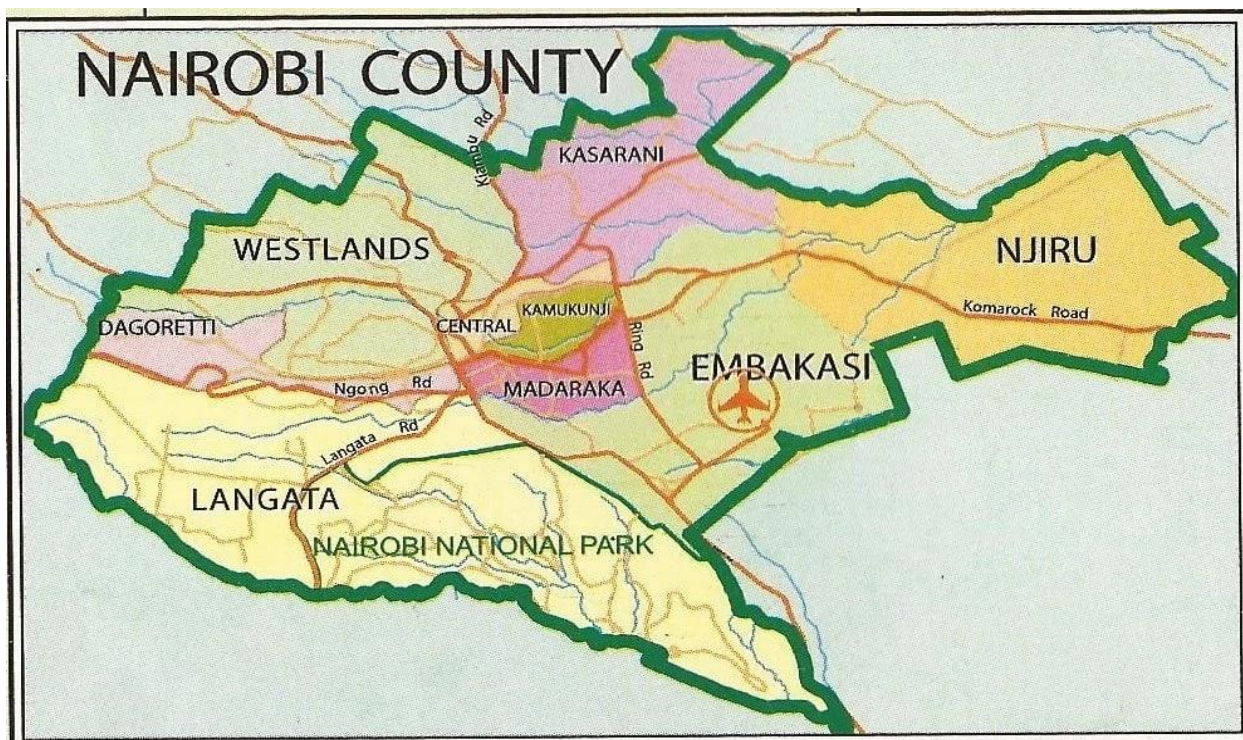
SDC1, 2, 3: Staff DREAM Centre

DWW1: Director Wood Work Centre






MWW1: Manager Wood Work Centre

SWW1, 2: Staff Wood Work Centre

## APPENDIX 7: Map of Nairobi County



## APPENDIX 8: Research License by NACOSTI

 <b>REPUBLIC OF KENYA</b>	
	
	



## APPENDIX 9: Tangaza University College Recommendation to NACOSTI



### TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF RESEARCH & POST GRADUATE STUDIES

E-mail: [dir.pgsr@tangaza.ac.ke](mailto:dir.pgsr@tangaza.ac.ke) Website: [www.tangaza.ac.ke](http://www.tangaza.ac.ke)

OUR Ref: DPGSR/ER/12/2022

Date: 5<sup>th</sup> December 2022

To The Commission Secretary,  
National Commission for Science, Technology and Innovation  
P.O. Box 30623,  
Nairobi – Kenya.

Dear Sir/Madam,

**Re: Research Permit for Alex Secondo Opio Isonga**

This is to confirm that the person named in this letter is a student at Tangaza University College (TUC). He is registered in the Institute for Social Transformation (Reg. No. 18/00037) and he is pursuing M.A degree in Social Transformation.

Isonga has met all our provisional academic requirements leading to data collection. However, he cannot proceed to the field before getting a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI). Kindly assist him to process the permit for data collection for his M.A. Thesis.

Thanking you in advance for your cooperation

Yours sincerely,



**Dr. Daniel M. Kitonga (Ph.D.)**

Director, Research & Post-Graduate Studies

CC:

Dr. Aloys Otieno Ojore – Programme Leader, M. A. Social Transformation (IST)

P.O. Box 15055 - 00509 Langata, Nairobi Kenya  
Tel: +254 20 8097667 / 0732 897 000 / 0733 685 059 / 0722 204 724 / 0714 610 777

Email: [inquiries@tangaza.ac.ke](mailto:inquiries@tangaza.ac.ke)  
Website: [www.tangaza.ac.ke](http://www.tangaza.ac.ke)

## APPENDIX 10: Tangaza University College Clearance for Research



### TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF RESEARCH & POST-GRADUATE STUDIES

E-mail: [dir.pgsrc@tangaza.ac.ke](mailto:dir.pgsrc@tangaza.ac.ke)

Website: [www.tangaza.ac.ke](http://www.tangaza.ac.ke)

OUR Ref: DPGSR/ER/12/2022

Date: 5<sup>th</sup> December 2022

Alex Secondo Opio Isonga  
Institute for Social Transformation  
School of Arts & Social Sciences  
Tangaza University College

Dear Isonga,

**RE: ETHICS CLEARANCE FOR ALEX SECONDO O. ISONGA, REG. NO. 18/00037**

Reference is made to your letter dated 25<sup>th</sup> November 2022 requesting for ethical clearance of your research proposal to carry out a study on "*Financial sustainability preparedness of Vincentian programs in light of COVID-19 pandemic in Nairobi County*".

I am pleased to inform you that, your research proposal has been reviewed and you can now apply for research permit. You are advised to submit your proposal to the National Commission for Science, Technology and Innovation (NACOSTI), for the issuance of a research permit and further guidance before commencing the data collection exercise for your study. You are also advised to adhere to the code of ethics as regards the protection of human subjects during the entire process of your study.

This approval is valid for one year from 5<sup>th</sup> December 2022.

Please, ensure that after the data analysis and final write up, you submit a soft copy of the thesis to the Director of Research & Post-Graduate Studies – Tangaza University College for records purposes.

Yours sincerely,



**DR. DANIEL M. KIPONGA (Ph.D.)**

*Director, Research & Post-Graduate Studies*  
Tangaza University College

CC: **Dr. Aloys Otieno Ojore** – Programme Leader, M.A. Social Transformation (IST)

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