

**ORGANIZATIONAL FACTORS INFLUENCING PERFORMANCE OF
REHABILITATION PROJECTS FOR SOCIAL REINTEGRATION OF JUVENILE
OFFENDERS IN KIRINYAGA COUNTY, KENYA**

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the
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Nairobi**

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DECLARATION

Student's Declaration

This project report is my original work and has not been presented for degree in any other university.



Date: 3rd September, 2020

Harrison Mwiti Kiruki

L50/27856/2019

Supervisor's Declaration

This project research report has been submitted for examination with my approval as university supervisor to the student.

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DEDICATION

This research thesis report is dedicated to my wife Bancy, my children Cephas, Ethan and Esther my parents Lawrence Kiruki and Esther Churubi for their invaluable Love, encouragement and undying support in the course of this endeavor and beyond. I am and forever will be very grateful to them.

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LIST OF ABBREVIATIONS AND ACRONYMS

CCA	Collective Community Action
GoK	Government of Kenya
ICCPR	International Covenant on Civil and Political Rights
JVEOs	Juvenile Violent Extremist Offenders
NACOTSI	National Commission for Science, Technology and Innovation
SCO	Sub-County Children Officers
SMR	Standard on Minimum Rules for the Treatment of Prisoners
SPO	Sub-County Probation Officers
SPSS	Statistical Package for Social Sciences
UN	United Nations
US	United States

ABSTRACT

Every society welcomes the aspect of the residents being social, living in harmony with the set norms that directly relate well to their traditions, beliefs and values. The juvenile are no exception though usually not subjected to prisons, making the government adopt various invention approaches like rehabilitation to support and ensure that social reintegration is efficient even after the care, protection, correction and re-unification back into their communities. The purpose of this study was to assess the organizational factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya. The study was guided by the following research specific objectives; to evaluate the influence of co-ordination of activities on performance of rehabilitation projects for social re-integration, to investigate the influence of financial support on performance of rehabilitation projects for social re-integration, to determine the influence of staffing capacity on performance of rehabilitation projects for social re-integration and to determine the influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya. The study used descriptive research design approach. Specifically, the study target population comprised of 60 officials (Institution staff, probation officers and children officers) respectively working in Kirinyaga County, Kenya. This study used stratified random sampling technique to give a sample size of 52 possible respondents. A questionnaire was used as the tool for data collection. To ensure validity of the instruments, the researcher discussed the questionnaire with the supervisor. The reliability test included 10 respondents from Othaya Rehabilitation School. Data collected in this study was analyzed via quantitative approach and assembled to form the final findings and interpretations. Data gathered quantitatively from various close-ended questions were classified into various categories and analyzed. The responses were further coded by allocating identifiable symbols, figures, numerical or other signs. The SPSS (Version. 22.0) was used as the main statistical tool of calculating the expected parameters. The study also concluded that out that the staff in the county of Kirinyaga that comprised of children officers, probation officers, staff at Wamumu Rehabilitation Centre were in agreement that; they were happy that coordination of activities in the enhancement of rehabilitation projects outcomes for social reintegration of Juvenile Offenders has been efficient despite there being inadequate coordination by state and government officials which might be a root factor on the efficiency running of rehabilitation centers. The researcher concluded that that most the same staff believe that the financial support has been key towards the efficiency of administrators in addressing issues in rehabilitation centers that are project and processes efficiency despite still believing that there is a resource scarcity. The study concluded that; there were inadequate staff in the administration of rehabilitation centers in the region which lead to a decrease in productivity which brings about stress hence poor performance of rehabilitation projects for social reintegration. The study concludes that the staff associated with the rehabilitation projects agreed that there were challenges related to government policies implementation. The study recommends that further studies should be done to establish other factors like personal juvenile characteristic based, environment based or cultural based among others that equally influence the performance of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County besides the ones studied above.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The penal system is a form of control for human behavior which is aimed at crime and reforming the offender. This process of reform is referred to as rehabilitation. preventing Certain institutions such as borstals, rehabilitation schools and prisons are concerned with the custodial treatment of offenders with the aim to rehabilitate and reintegrate them back into their communities (Blomberg & Bales, 2012). The goals of these institutions are to reform the convicts such that when they return to back to the society they are fit to live an orderly life as law abiding citizens. Though these institutions may cater for different age groups, their overall purpose is to rehabilitate the individuals who have been entrusted in their care. Almost all offenders face significant social adaptation issues which may include family and community stigmatization and ostracism which may result to inability for ex-offenders to find jobs, significant social company and social support hence making it difficult for them to return to formal education or re-build their individual and social capital. Except they receive help to cope with such issues, they risk ending up in a vicious cycle of a failed social integration, reoffending, resentencing and further social rejection (Fallahi, Poutaghs & Rodriquez, 2012).

Globally, rehabilitation practices in Juvenile Justice are most directly aimed at reducing re - offending in young people and is also used to refer to specific forms of intervention rather than the social or administrative context in which interventions take place. The World Drug Report of 2019 indicates that approximately out of 200 million people, about 5% of the World's population aged between 15 and 64 years have either been forced or voluntarily sought the help of rehabilitation centers for behavioral modifications. Majority of the offenders are the juvenile. Implementation of rehabilitation projects include ensuring that the Juvenile justice standards and norms are met as the foundational basis for detaining, rehabilitating, and reintegrating Juvenile Violent Extremist Offenders (JVEOs).

Children in conflict with law are recognized as a distinct class of offenders in the criminal justice process on account of their mental, intellectual, and physical maturity. International juvenile justice standards and norms accordingly prioritize rehabilitative measures and extend special oversight and protection to incarcerated children, given their particular vulnerabilities and risk of abuse in custodial environments. These principles call for juveniles to be housed and treated separately from adults and to use incarceration as a measure of last resort, among other considerations. The standards should be upheld for all children, regardless of the nature or severity of their offense.

In developed nations like the United States and Canada, as prisoners near their parole or release dates, some are permitted unescorted leave to visit their families on weekends. This involvement with the community has been seen as a possible method that may help inmates readjust to society after they have been released (Champion, 2011). Rehabilitation projects in the context of the modern penal system in U.S means being sentenced to receive help (Fallahi & Poutaghs, Rodriquez, 2012). They are successfully used to combat crime and recidivism as well as ensure that the social reintegration process is efficient. The probation and community service orders that are in place are supposed to be in the forefront to offer the essential support towards rehabilitation and social reintegration. Probation is in itself an indication of support towards rehabilitation which is generally accepted as a legitimate way of dealing with adult offenders (Fallahi, Poutaghs & Rodriquez, 2012).

In the Sub-Saharan Africa, governments have tried while others have failed to be proactive towards the performance of rehabilitation projects to juvenile inmates. They have been in the forefront placing inmates to rehabilitation projects offered in the correctional institutions which play vital role in reducing recidivism and successful reintegration of offenders back to the society. Rehabilitation projects performance for male inmates' influences recidivism which is the negative of social reintegration. Recidivism is the Relapse into criminal activity and is generally measured by former prisoners return to prison for a new or the same offence.

Rates of recidivism reflect the degree to which released inmates had been rehabilitated and the role correctional projects offered to inmates played a role in successful reintegration of prisoners back into the society. The rate of recidivism in the United States is estimated to be about two-thirds, which means two-thirds of released inmates would be re-incarcerated within three years. High rates of recidivism result in tremendous costs both in terms of public safety and in tax dollars spent to re-arrest, prosecute and incarcerate re-offenders. The high rates also lead to devastating social costs to the communities and families of offenders, as well as the personal costs to the offenders themselves. Due to severe costs, projects for male inmates serving the sentences and released inmates, that reduced recidivism can be cost effective-even those that have modest rates of success (McKean, 2004).

The social structure of prisons and other centers in most African countries can actually impede rehabilitation and reintegration. For example, inmates acquire attitudes and knowledge from other inmates that may strengthen their desire to engage in criminal behavior and improve their criminal skills. The isolation of inmates from society also hinders attempts to rehabilitate them. Prison environments are unique and distinct from other populations. American sociologist Erving Goffman described prisons as total institutions (Jary & Jary, 1996:91); that is, self-contained, self-sufficient social systems that are unique and distinct. Isolated within a total institution, inmates are cut off from the rights and responsibilities of society. This lack of connection with societal norms can prevent successful social re-integration into the society when inmates are released (Champion, 2002:11). The development of delinquent tendencies can be apportioned to the individual (capacities to cope) and his or her interaction with the environment. There are five developmental risk domains in juveniles that characterize and influence delinquent behaviors (Howell, 2009). These include the individual, family, peer group, school and the community. When causes of juvenile delinquency are examined, it is these areas that come out most responsible, and therefore intervention should be focused on addressing them. Juvenile offenders are taken to the rehabilitation schools for character reformation and subsequent social reintegration.

In Kenya, according to the Agha Khan University Report 2016, 80% of Kenya's population is below 35 years. Despite being the majority, concerns have been voiced that youths are often placed at the periphery of public sphere. Consequently, most young people in Kenya are unemployed, underemployed or underpaid thus placing them squarely in the ever-growing ranks of Kenya's poor. Apart from unemployment, the youth have cited a litany of other key challenges that continue to threaten their human dignity. They include non-responsive education and training befitting the prevailing market needs; weak institutions responsible for youth development; low involvement, participation and representation of the youth in decision making processes; and limited access to health facilities. This makes them vulnerable to indulgence in crime (Agha Khan University, 2016; IEA, 2011; UN Habitat, 20011). The UN Habitat study on Youth and Crime in Nairobi revealed that young people in conflict with law are majorly arrested on the grounds of theft (45%), assault (23%), drug possession (10%), mugging (10%) and manslaughter (7%). The weapons commonly used in the commission of these crimes included guns, pangas (machetes) and knives. The main motive behind most of these crimes was to get money (UN Habitat, 2011). This is indicative of either the country's inability to avail legitimate means for its young people to meet their needs and/or financial obligations legally (in the broader context of Strain Theories of crime) or an emerging generation of a "criminal youth".

The mandate of rehabilitation schools is to treat, manage and reform children in conflict with law and reintegrate them back into their communities for a full functional living (Mugo et al., 2006). According to Children Act 2001 (Cap. 141), Laws of Kenya (GoK, 2012) rehabilitation schools are directed to provide care and protection to children in their custody and to act in the best interest of the child. Rehabilitation centers management policies in Kenya, maintain that unless new skills are acquired against a background of attitudes which are tolerably accepting of self and society, then they can play little part in rehabilitation success which is actually social reintegration" (Klare, 2010). Criminals who have served too long periods of time may be very highly skilled but lack the ability to apply those skills in society when freed.

Most prisons have vocational and educational projects, psychological counselors, and an array of services available to assist inmates to improve their skills, education, and self-concept. These projects are designed to reintegrate the prisoner into the community. In work-release and study-release projects (not a common practice in Kenya), prisoners may participate in work or educational activities outside of prison.

The rehabilitation process and social reintegration of juvenile offenders is a concerted effort of Juvenile Justice Agencies (JJA), key among them; the probation officers, children officers and managers of rehabilitation schools. According to the GOK (2013) through-care and after-care procedures for children in statutory institutions in Kenya, Sub-County Probation Officers (SPO), Sub-County Children Officers (SCO) and managers of rehabilitation schools are supposed to maintain a network of communications and consultations which are supposed to shape the treatment or understand well on specific rehabilitation projects for each individual child and enhance social reintegration of juvenile offenders. This consultative network by the three offices is expected to link the rehabilitation schools with child's home environment with an objective to enhance the reintegration of the children back into their community. The rehabilitation schools are also responsible with the administration of the relevant rehabilitation projects for social reintegration of juvenile offenders. The national standards and regulation for statutory children's institutions requires the managers of rehabilitation schools to regularly update the SPO and SCO on progress of the children in their custody; likewise, SPO and SCO are supposed to inform about the changes of child's home environment in preparedness for social reintegration. Children in rehabilitation schools are supposed to be reintegrated back into the community through SPO and SCO offices and there after placed on supervision of children officers and probation officers.

Therefore, there is a need to study on organization factors especially in the three JJA offices influencing on performance of rehabilitation projects. Initially, the philosophy of rehabilitation was based on the belief that one can predict when convicts have been rehabilitated and are ready to be released from rehabilitation schools without necessarily

considering that it is a critical process based on the wellness of the rehabilitation projects and the specific role of the administrators (Hudson, 2014). Hence, there were no specific clear guidelines or regulations to deal with the rehabilitation process that would enhance a clear outcome of social reintegration aspect. To aid in filling the research gap, the importance of this study was to assess the extent of influence of various determining aspects on performance of rehabilitation projects for social reintegration of juvenile offenders more specifically in the Kirinyaga County in an effort to recommend thereafter.

1.2 Statement of the Problem

In attending to juvenile problems, agencies respond to the negative risk factors as well as develop responses that help in reducing chances of engaging in criminality. In this regard, both the state through its administrators and non-state actors share responsibility in addressing these challenges which include those of ensuring social reintegration. Stakeholders like administrators have the great responsibility on implementation aspect of the projects. These rehabilitation centers over the years have admitted offenders into their rehabilitation projects meant to bring about behavior change among the rehabilitees as well as easing the reintegration processes to their families or integration. Effective aftercare is an important component of institutionalization for juvenile offenders (Howell, 2009).

The government of Kenya established rehabilitation schools with the aim of correcting and reforming the delinquent adolescents into adjusted productive citizens. The rehabilitation schools have projects designed to meet this objective. However, the ability of these schools to deliver the project in a manner that is beneficial to this group is questionable. The government of Kenya through related administrator's, managers and agencies has a great role that must be felt towards implementation and the performance of related projects to well enhance social reintegration of the juvenile offenders. Social reintegration of those leaving correctional facilities begins with generation of a pre-release assessment report being written by a probation officer or children officer. However, little is known about the role or influence of organizational factors on the effectiveness of the rehabilitation projects for socio-reintegration of the juvenile

offenders in Kenya especially given that much of the literature conducted is wanting and from the West.

Few local studies have been done on juvenile delinquents in Kenya. For example, Nyabonyi (2000) touches on delinquent behaviors in various categories of primary schools and compares delinquent behaviors between female and male primary school pupils. Oluoch (1993) looks at the adolescent and theft, intervention by the juvenile courts while, Kiunjuri (2002) investigated on the factors leading to juvenile delinquency in Nairobi. The study found that even though Kenya like most democratic societies has maintained institutionalization alongside quality correction of juvenile offenders, the role of the rehabilitation centers relative to specific projects adopted and the extent of their influence on social reintegration has not been critically studied by past research. The two studies above only presented a scenario link of factors and courts intervention approaches, not specifically on the influence of organizational factors on rehabilitation projects for social reintegration of juvenile offenders in Kirinyaga County, Kenya, hence depicting a research gap. Effective social juvenile rehabilitation and their social reintegration should be inclusive of key agencies and government departments, “Tuwarudishe Watoto Nyumbani” project consolidates roles of various JJAs so as to enhance social reintegration of young offenders back into their communities. The intent of this study was to assess the organizational factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to assess the organizational factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.

1.4 Objectives of the Study

This research study was guided by the following research specific objectives;

- i. To evaluate the influence of co-ordination of activities on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.
- ii. To investigate the influence of financial support on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.
- iii. To determine the influence of staffing capacity on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.
- iv. To determine the influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.

1.5 Research Questions

This study was guided by the following research questions;

- i. To what extent do co-ordination of activities influence performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya?
- ii. What is the extent to which financial support influence performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya?
- iii. To what extent do staffing capacity influence performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya?
- iv. What is the extent of influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya?

1.6 Significance of the Study

This study may be significant to the following:

This study should contribute enormous knowledge on field of project implementers in general and more specifically on organizational factors influencing performance of rehabilitation projects for social reintegration of juvenile offenders in rehabilitation schools. The implementers of rehabilitation projects will be in a position to understand clearly on how the studied organizational factors influence performance of rehabilitation projects for social reintegration of juvenile offenders in Kirinyaga County, Kenya. The study is therefore expected to contribute unavailable knowledge on this subject matter.

This study will be significant to the Government of Kenya and the Vision 2030 specifically on Social Pillar No.2 where it is expected to add insight by outlining the government's critical role in developing policies that regulate and promote the management of rehabilitation projects for juveniles committed in rehabilitation schools by specifically enhancing their social reintegration in Kirinyaga County, Kenya. Hence, the government, through the department of children services has a major role in ensuring the operations of the rehabilitation centers for successful social reintegration.

The findings to be obtained from this study will play a significant role to researchers and scholars as they will be added to the existing set of knowledge and information related to rehabilitation and social reintegration aspects. These findings will set the reference point on the literature related to wellness of rehabilitation projects for social reintegration juvenile offenders in Kirinyaga County and beyond.

1.7 Assumptions of the Study

This study was based on the following assumptions; that the participants targeted by the study are well aware of the issues related to rehabilitation projects for social reintegration of juvenile offenders and that; the participants were willing and honest enough to give sincere information about issues raised in the research tool concerning coordination of activities, financial support, staffing capacity and government policies' status.

1.8 Limitations of the Study

This study was expected to face the following challenges towards the realization of its results. The study encountered some hesitation from some respondents hence making them not disclose all information concerning the raised issues. The researcher in this case informed the respondents that the information and other related responses they offer would be treated with utmost confidentiality and that the study was meant for academic purposes only. In addition, the researcher used ethical means; an authorized letter from National Commission for Science, Technology and Innovation (NACOSTI), an introduction letter from the Department of Extramural Studies, University of Nairobi to explain to the respondents that the research undertaking would not be for official purposes.

1.9 Delimitations of the Study

The scope of this study was to assess the organizational factors influencing the performance of rehabilitation projects for social reintegration of juvenile offenders in Kirinyaga County, Kenya. The study was delimited to four critical variables; coordination of activities, financial support, staffing capacity, governmental policies' status as the independent variables and performance of rehabilitation projects for social reintegration of juvenile offenders as the dependent variable respectively. Specifically, the study targeted the 60 officials (Institution staff, probation officers and children officers) respectively, responsible for the day to day operations in the departments responsible for the efficiency of rehabilitation projects for social reintegration of the juvenile offenders in the region. These are the ones who were supplied with research tools. The study was also delimited to the stipulated academic project activity timelines by the university (Feb-Oct, 2020).

1.10 Definition of Significant Terms

- Co-ordination:** This referred to the organization of the different elements of a complex project or activity so as to enable them to enhance their efficiency.
- Financial support:** Referred to financial resources provided to make some project possible; "the foundation provided support for the experiment" financial backing, funding, backing, support to enhance a give projects' performance.
- Government Policies:** It refers to a rule or principle that hopefully better guides decisions, resulting in positive outcomes that enhance the community or unit. Government policies contain the reasons things are to be done in a certain way and why. Policies are not laws, but they can lead to laws.
- Juvenile Offenders:** Even kids can run afoul of the law. Once this happens and a child enters the criminal justice system, they may be deemed a "juvenile delinquent." Juvenile delinquents are minors, usually defined as being between the ages of 10 and 18, who have committed some act that violates the law.
- Rehabilitation Projects:** It refers to any project in the rehabilitation process that is in existence on or before the date of application for funding and with some stipulated timeline.
- Social Re-integration:** The support given to offenders during re-entry into society following period of incarceration. A broader definition, however, encompasses the period starting from prosecution to release and post-release support.
- Staffing Capacity:** It refers to the number of available hours, experience, ability and so on a team member has to work on a given project. Employee utilization is the percentage of worked hours that are billable.

1.11 Organization of the Study

This study assessed the factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya. Chapter one provided the background and motivations towards the undertaking of the study. Chapter two presented the literature review organized as per the proposed research objectives themes, theoretical framework for the study, conceptual framework that explained the relationships of variables. Chapter three presented the research methodology that was adopted in the proposed study. This covered the research design, target population, sampling size and sampling procedures, data collection instruments, data analysis techniques, ethical consideration and operationalization of variables. Chapter four presents data analysis, presentation and interpretation while chapter five provides the summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented the literature review on the concept of rehabilitation projects more specifically the ones directly connected with social reintegration of the juvenile offenders in Kenya as presented, argued or reported by other authors and academicians. The chapter also presented the themes based on the research variables. It further contained theoretical framework and the conceptual framework of the study.

2.2 Concept of Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

Rehabilitation efforts are an attempt, through treatment or projections, to stop offenders from continuing to offend. Webster (2004) notes that rehabilitation is a crime prevention strategy rooted in the notion that offenders can change and lead crime-free lives in the community” (Webster, 2004: 115). While other preventative projects attempt to sway youth away from getting involved in violence and delinquency before they have done so, rehabilitation projects target youth who have already engaged in delinquent or violent behavior(s). Rehabilitation is also known as tertiary crime prevention (Farrington and Welsh, 2007: 93). Rehabilitative projects can be provided within or as part of another criminal justice sanction, such as incarceration or probation, but this is not a requirement of rehabilitative projections (Lipsey & Cullen, 2017).

Social reintegration is defined as the support provided to offenders during their re-admission back into their communities after period of incarceration; it includes the period starting from prosecution to release and post-release support services. Social reintegration of juvenile offenders comprises efforts undertaken subsequent to their arrest, to divert them from the juvenile justice system to an alternative measure, such as restorative justice procedures or other appropriate treatment.

It involves considering alternative sanctions instead of incarceration, where appropriate, and thereby facilitating the social reintegration of juvenile offenders within the community, rather than by subjecting them to the de-socializing and harmful effects of incarceration (Mandracchia & Morgan, 2010).

In case of those who are sentenced for committal, social reintegration includes social rehabilitation in rehabilitation schools, which should commence immediately after sentencing of the juvenile and proceed up to post-release period. A collection of international legal instruments relating to incarceration are based on this thought. The International Covenant on Civil and Political Rights (ICCPR) states that the essential principle of the treatment of prisoners shall be their reformation and social rehabilitation (Art 10, 3). UN Standard on Minimum Rules for the Treatment of Prisoners (SMR) states clearly that the rationale behind incarceration sentence is mainly to shield society from crime, this can only be achieved if the period during incarceration is used to socialize the offender to be conversant to social expectations by ensuring that when s/he gets back into the society s/he will be able to lead a law abiding and self-supporting life (SMR, R.58).

Probation service was introduced in Kenya through the enactment of the Probation Offenders Ordinance in 1943. The aim of probation services is to; encourage the offender to find some legitimate means of earning a living, at the same time continuing to refrain from committing further crime; to give the offender a chance to re-examine himself, to instill in himself self-esteem and positive self-image; to help or encourage the offender to use his own sense of responsibility for his future; and to provide for the re-integration of the offender into the community, to interact fully with community members for he cannot be reformed in isolation (Mandracchia & Morgan, 2010).

According to Mandracchia and Morgan (2010) probation is a non-custodial rehabilitation method in which the offender is sentenced by a court of law. It is viewed as a better alternative to prison in which the convict serves the sentence period while living with the community and is guided by the probation officer to adjust to a non-criminal way of life through living in an honest and organized manner.

Though free, the convict must follow strict conditions and restrictions including observing the law, maintaining good company, avoiding the use of drugs and alcohol, reporting to the probation officer as required, paying all fines and avoiding unnecessary debts. All his movements and intentions must be made known to the probation office which controls him in a setting that is independent of the confines of prison such as a state funded home or in most cases, his own family home. A convict can be on probation for a period from between six months to three years depending on the opinion of the probation officer and the court dealing with him.

Walton (1980:225) says that the residential or institutional approach to rehabilitation is regarded quite highly but is one of the costliest of social service provisions. Other critiques of residential care are based on failure when a resident is returned to the community; the statistics of recidivism and breakdown are used to attribute failure to the residential system. Punitive structures, inhumane treatment and neglect if shown to exist in institutions are assumed to be a property of residential life and not of the wider community. These arguments may be invalid unless full account is taken of the damaging influences experienced by the resident before and after a period of residential care (Walton, 1980).

It is necessary to consider the long term effectiveness of residential and institutional care in terms of transfer of new behavior to the community or settings other than the one in which it was acquired. Institutional care of ex-convicts generally works on the premise that the ex-convict will not return to the situation in which the offending behavior was acquired. They may go back to living normal lives within their former or new communities. A general rule of thumb is that the more dissimilar the influence situation and the situation in which the person is expected to perform newly acquired behavior, the more difficult it is to transfer the new behavior. For example, the location of the institution could be upcountry while the ex-convict is returning to an urban slum.

On the other hand, the more the influence situation is like the rest of the person's life, the harder it will be to elicit a new behavior in the first place (Zaltman et al, 1972:427).

One observation suggested here is that the closer the 'offender' can remain to his community setting and yet be influenced by identification (ex-convict), the more likely it will be for the behavior to persist after treatment. Second, the more dissimilar the influence setting (to induce changes via identification), the more important it will be to provide subsequent influence situation that makes gradual his return to the home setting (Zaltman, 1972:427). The return to one's home after rehabilitation is often a challenge. Social reintegration takes time as often the family and the community cannot accept the ex-convict who is stigmatized.

Different types of rehabilitation projects contribute towards a well enhanced social reintegration where the administrators proactively get involved. For example, the education or vocational ones enable the juvenile acquire knowledge and skills required in various sectors in Kenya which makes them fit very well in the society upon their release from rehabilitation institutions. For example, rehabilitation projects within Kenya prisons among other rehabilitation centers are categorized into formal and vocational training; education is the acquisition of knowledge and ability through intellectual, moral and physical training. Inmates get certificates after sitting various National examinations like Kenya certificate of primary Education. US Federal Bureau of statistics study found that, successfully completed educational projects for six months confined, the lower the recidivism (Mandracchia & Morgan, 2010).

2.3 Co-ordination of Activities and Performance of rehabilitation projects for social reintegration of Juvenile Offenders

Coordination of activities in the enhancement rehabilitation projects outcomes for social reintegration of Juvenile Offenders is very important and a determinant towards success aspects. According to Handbook on human Rights (IED, 2011) stated that proper coordination by state and government officials were the root factors on the efficiency running of rehabilitation centers to eliminate of low social reintegration levels.

The report recommended improving inter-agency coordination and collaboration with other departments, agencies and ministries in the justice sector, such as the police, the director of public prosecutions, the state law office, the ministry of justice and constitutional affairs, the probation and aftercare services and the judiciary, improvement in the facilities that the department has at its disposal to do its work such as skills training services.

Effective co-ordination across service sectors is imperative. “Research into service delivery needs to advance our understanding regarding what the most effective means are to provide such cross-sectoral services” (Leschied, 2017). Administrators and policy-makers must be mindful that rehabilitation efforts do not appear inconsistent or unfair in any way. There is fine balance between addressing the needs of a youthful offender and imposing sanctions that can be seen as disproportionately punitive. The Youth Criminal Justice Act prescribes that responses to youth crime must be proportionate in terms of the current offence (i.e., youth may not be punished more severely for being repeat offenders). This is a tough challenge. Collaboration and communication between service providers may be able to help the Juvenile Justice System adhere to the principles of the Youth Criminal Justice Act by referring treatment decisions to other sectors.

2.4 Financial Support and Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

Financial support is key towards the efficiency of administrators in addressing issues in rehabilitation centers that are project and processes efficiency. The need for treatment initiatives to maintain project integrity, or the delivering of projects as they were designed, seems like a common sense issue: if projects are not implemented due to low financial support according to their design, how can they be said to work? Factors such as resource scarcity and variation between treatment counsellors can contribute to the low integrity of treatment projects. There are a handful of meta-analyses that have looked into the relationship between project implementation and effect size and all have found that project implementation is strongly related to project effects on recidivism (Andrews and Dowden, 2005; Landenberger and Lipsey, 2005; Latimer, 2001, Lipsey and Wilson, 1998; Lösel and Schmucker, 2005 as cited in Lipsey and Cullen, 2007: 311).

Recall that Loeber and Farrington (2012) reported larger effects when the project implementation was well financed and monitored in correctional settings. The study indicated that well financially supported projects that are not implemented properly have the potential to do more harm (such as result in more violence) than no treatment at all when it comes to their influence towards social reintegration of juvenile offenders (Webster, 2004). Hence, if a project cannot be delivered as designed due to financial or other constraints, it is best not to make modifications to try and keep it running.

2.5 Staffing Capacity and Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

Staffing is a process where the best people are being selected and put them on jobs where their talents and skills can be best utilized and retained through their incentives, job training, job achievement and every important rehabilitation project in order to achieve both the individual and the organization's goal. According to a study by Holling and Scott (2014) asserted that the problem of insufficient personnel is prompted by the staffing situation of many rehabilitation centers/schools. Staffing is a human resource function of employing talents, skillful and sufficient workers hence explains the fact that with good staffing put in place the organization is bound to succeed. Thus, with planning, controlling, leading and staffing functions the organization will function well. Furthermore, Greenblatt and Simon (2014) insufficient personnel or employees have its impacts on organizational performance both negatively and positively. Negatively insufficient personnel will effect to a decrease in productivity which brings about stress, inadequate implementation of some management practices and functions, increase in work load and less supervision. Whereas, some positive impact will bring about a reduction in cost of production and extra expenses (Holling & Scott, 2014).

Generally, impact refers to forces or actions which have a powerful effect that sometimes has on a situation or person. An impact is designed as a situation mainly to have an influence on something or someone. Below are the following impacts; negatively, stress comes as a result of insufficient personnel this is because stress is a universal element and as a result, human beings are bound to be stressed.

Employees today are critically analyzing the stress management issues that contribute to a lower job performance of an employee which is originally from dissatisfaction.

Analysis show that there is a negative relationship between stress and job performance and the results show that if there is an increase in motivation over the work environment and an increase in superior supervision support, there will be an increase in performance respectively. Also if the organization's reputation is at stake and loss of skilled employees, this situation calls for immediate concern from organizational management to employ effective stress management practice to handle the case by increasing employees so as to increase the organization's performance (Giga & Hoel 2013).

Inadequate implementation of some management policies and practices will be brought in as a result of insufficient personalities. This is viewed in the case of management policy of staffing. According to Takwi (2012) staffing is the traditional management function of attracting and selecting the best people and putting them on jobs where their talents and skills can be utilized and the retention of these people through incentives, bonus, job training and job enrichment project in order to achieve both individual and organizational goals. Insufficient personnel mean that the organization lacks some human resources thus the organization is not effectively or efficiently practicing its policies at all angles. Insufficient personnel in an organization brings about an increase in work load and less supervision. Many managers and supervisors are under the impression that the level of employees' performance on a job is proportional to the size of the employees. Work load is more of work responsibilities, which is a normal phenomenon in much organization today. Work load in an organization comes about when employees perform and carry out more activities in an organization than what is expected of an employee.

An increase in work load brings about less supervision and this can be well described using the appraisal policy according to (Nunvi 2008) who expressed that "an appraisal is a process of feeding back a subordinate information about how well they are doing their work for the organization", all these performances recorded can either be negative or positive which might cause insufficient personnel or human resources in an organization thus affecting their performance.

The aim of personnel strategy typically concerns with devising ways of managing people which will assist in the achievement of organizational goals and objectives (Maurer, 2010).

Adequate staffing and related problems need be solved in the JJA. At the same time, knowing how, and being able to communicate with children is an essential ingredient for working with and on behalf of children. While being able to talk to children can be regarded as a specialized skill, in many ways it is little different from conducting a professional ‘helping conversation’ with adults. Listening, being authentic and clarifying what is being said are skills that are just as important when it comes to working with children as it is when engaging with adults. However, children’s communication skills and styles and how they are positioned in the world does effect the communication process, for example, children are generally less verbal and more demonstrative than adults. Moreover, children are often aware that they are relatively powerless in society and may, as a result, work out unique ways of ‘managing’ conversations with adults - particularly when it comes to being questioned about emotionally uncomfortable topics (Thomas, 2001). Another critically important concern is the knowledge, experience, and skills needed to develop projects for at-risk youth or juvenile offenders. Some personnel may lack the desire or predisposition to embark on youth-at-risk projections. For positions requiring significant work in the area of working with juveniles, a background in counseling, education, child development, social work, and psychology may be most appropriate.

2.6 Government Policies’ Status and Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

Lamb and Metz (2011) point out that historically the criminal justice system has done little or nothing to rehabilitate prisoners. The management of penal institutions as per the Cap 90 Laws of Kenya was introduced by the British colonialists who introduce a formal penal system to deal with the law breakers which was revised in 1977 and still needs to be revised for example optional skills for rehabilitating the inmates.

According to Khanka (2007) training is teaching and learning activities carried on the primary purpose of helping members of an organization to acquire and apply the required knowledge, skills and attitude to perform their jobs effectively. Politicians need to revise cap 90, Cap92 and Kenya prison service Standing Orders that will improve the performance of rehabilitation projects (KPSTC, 2011).

According to UN standard Minimum Rules (SMS) for treatment of offenders, provides that mandatory training should provide and prepare inmates for life after release, skills taught should be applicable to outside world. The rules also caution against mandatory training for primary purpose making profit for prison out of prison. According to handbook on human rights, (IED) proper training based on reformed curriculum and tools, such handbooks will be necessary. The state needs to address some root cause of crime, such as the high levels of poverty and social inequality, improving inter-agency coordination and collaboration with other departments, agencies and ministries in the justice sector, such as the police, the director of public prosecutions, the state law office, the ministry of justice and constitutional affairs, the probation and aftercare services department, department of children Services and the judiciary, improvement in the facilities that the department has its disposal to do its work such as skills training services. The research reveals, there is still a perception that non-custodial sentences are 'soft' penalties' hence failing to deter criminals. The research revealed that on the contrary, non-custodial sentences have a high success rate and facilitate the rehabilitation of offenders'. For example; in Mombasa, the probation and aftercare services department runs resource center that provides skills and empower offenders serving non-custodial sentences. The skills include competence in information technology and in maintaining trees nurseries. The offenders are then networked with the community.

Custodial sentences remain over utilized as the research report reveals that, there is growing trend for judicial offenders to issue more non-custodial orders than they have done in the past. The magistrate interviewed in Migori emphasized that she issues custodial sentences as a measure of last resort. In Kisii, the magistrate observed that although non-custodial sentences should be preferred, they are often not effective, since nothing binds those sentenced. In many cases, such people do not serve their sentences.

In the Kenyan context, preference for custodial sentences over non-custodial sentences has contributed to the overcrowding of detention facilities in Kenya. In addition, high recidivism rates have been linked to custodial sentences undermining efforts to control crime, LRFT (Research report, 2011).

The core function of prison department is undermined by factors such: overcrowding of prisons; low inmates versus constable ratio; inadequate resources; poor living conditions which de-motivate constables; minimal training on rehabilitation among others. With overcrowding in rehabilitation centers, the objective is not achieved, many cases of recidivism are experienced. The objective of rehabilitation is best implemented in long prison terms, for instance, long term prisoners are able to master the different skills imparted on them. The research reveals that, there successful stories where ex-convicts apply the skills learnt in prison and excel. Rehabilitation as the core function of prison department is being undermined by overcrowding (LRFT Report, 2003-2010).

According to a report on status of penal institutions in Kenya (2003-2010), congestion is not only violating human rights and causes infectious diseases but also brings petty offenders continued to be remanded in prisons primarily because they were unable to raise the high bail or bond terms given by courts. In 2004 Meru prison Madoka report, (2010) prisoners were confirmed dead of asphyxiation and suffocation occasioned by congestion. Another issue that concern congestion is, mixing of inmates; petty offenders and those on capital offences. Also minors were being put together with the adult inmates.

This was said to have increased some misconduct by inmates including some juveniles being forced into sodomy at night. Congestion in prison was a major contributor to the poor health of inmates particularly when there is an outbreak of communicable diseases such as TB and cholera. The spread of these communicable diseases sometimes leads to being epidemic in prison (Madoka report, 2010). South Africa is faced with laundry list of social problems.

High poverty rates lead to high crime rates, which leads to higher incarceration rates, which in turn subject offenders to environments that make them more likely to re-offend, which costs the government more money, less left over to help alleviate the poverty for there was no policy to govern policy.

2.7 Theoretical Framework

This study was guided by the following two theories:

2.7.1 Structural Functionalism Theory

This theory was influenced by three classical sociologists; Auguste, Herbert and Emile. Comte viewed social systems as organic systems that functioned in much the same way as biological organisms. Spencer introduced the idea of social “needs” which was later interpreted to mean that society needs certain things in order to survive. Durkheim’s interest in social facts reflected an interest in parts of the social organism and their interrelationships as well as their impact on the society as a whole. “When, then, the explanation of a social phenomenon is undertaken, we must seek separately the efficient cause which produces it and the function it fulfils” (Durkheim, 1938:96). Durkheim emphasized the concept of strains in modern society, especially anomie, and how they were dealt with. This emphasis had an input on structural functionalism, especially on the work of Robert Merton (1968:51).

Structural Functionalism is concerned with the relationships between one parts of a social system to another. The parts of the system as well as the system as a whole are seen as existing in a state of equilibrium, so that changes lead to changes in other parts. In this state of equilibrium, those changes that do occur are seen as doing so in an orderly, not in a revolutionary way. Included in this theory are their works of Kingsley Davis and Wilbert Moore on social stratification, which they regarded as both universal and necessary (Ritzer, 1992: 235).

Another major concern of the structural functionalism theory is the analysis of the things a social system needs in order to survive. Talcott Parsons defined the four functional prerequisites of any action system as: adaptation, goal attainment, integration and pattern maintenance (Parsons et al, 1961: 30-38).

These prerequisites include certain characteristics that a society must have in order to survive, such as having adequate methods of sexual recruitment, sufficient differentiation of roles, adequate communication systems, shared symbolic systems, shared systems of values, a shared articulated set of goals, socialization of new members and effective control over disruptive forms of behavior (Ritzer, 1992: 239).

Robert Merton developed a structural-functional analysis that focuses on groups, organizations, societies and cultures rather than on individuals (Merton, 1957:84). He systemized Durkheim's concept of anomie into a general model; the anomie theory of crime, a typology of possible responses to goals and means. His theory suggests that lower class people are more likely to engage in deviant or illegal behavior, not because they have innately criminal characters, but because they face more obstacles in achieving the success goals of the dominant culture (Hale Sylvia, 1990: 194).

Functionalist theories focus on socialization and consensus with reference to the values and behavioral norms of society. Learned consensus is seen as the central mechanism assuring the maintenance of stability and order within the traditional functionalist model of the social system. It is responsible for developing moral and normative consensus, which is actually the center of social integrations and pattern maintenance. It is also critical for transmitting essential skills for economic development (Radcliffe-Brown, 1952:90).

John Dewey, a 19th Century philosopher and reformer advocated a free and universal school system as vitally important for democracy and for developing an industrial society. Dewey demonstrated that the mind emerges and is sustained through interactions in the social world (Turner, 1991:372). This vision of education is democratic, just and efficient. It stands at the heart of the functionalists' view of stratification in industrial society. Functionalism focuses primarily at the objectives of socializing young people in the skills and moral commitment necessary for them to take over adult roles in the social system. According to Hale Sylvia (1990) in the case of this study, it's the sole role of the various stakeholders and administrators to ensure that the rehabilitation projects functionality to enhance on equality of opportunity in terms of meritocracy; so that the desired outcome is realized through social reintegration.

In this case, the rehabilitation projects functionality outcome is that the released prisoners are motivated to participate into important social roles back in their society or else in the institutions.

2.7.2 Relapse Prevention Theory

The theory provides a mechanism to assess the performances of rehabilitation projects on clients. Relapse prevention is a cognitive behavior model with origin in Banduras (1977) self-efficacy theory which presents a comprehensive and integrated framework for explaining the change process in psychotherapy. This theory argues that techniques producing initial behavior change may be ineffective at maintaining that change over time and avoid relapse. Relapse prevention treatment provides individuals with the behavioral and cognitive skills necessary to cope effectively with high situations (temptations both intrapersonal and interpersonal situations). The strengths of the theory include: Good support system; Good treatment team; Good insight; Motivation to get/stay better; drawing upon a wide range of skills.

Despite the strength of the theory, there are also weaknesses like perfectionism, putting insight into action, dealing with changes. Strength and weakness will provide a framework for relapse prevention plan. The above theory is related to this study in such a way that rehabilitation projects aim at changing the habits and characters of the juvenile offenders so that they become constructive persons in the community. Also the study tries to look at the influence of the rehabilitation project on reducing the incidences of re-conviction of the juvenile ex-offender after release and the social reintegration process efficiency. Hence all the above aims at changing the juvenile offenders from being social misfits to people of great value in the community and also to make them change from the bad habits to useful people in the community.

2.8 Conceptual Framework

A conceptual framework is defined as an abstract or universal idea inferred or resulting from specific instances (Wilson, Petticrew, Calnan, & Nazareth, 2010). When clearly articulated, a conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of subsequent findings.

It forms part of the agenda for negotiation to be scrutinized, tested, reviewed and reformed because of investigation and it explains the possible connections between the variables. The conceptual framework developed for this study was as shown in the figure below;

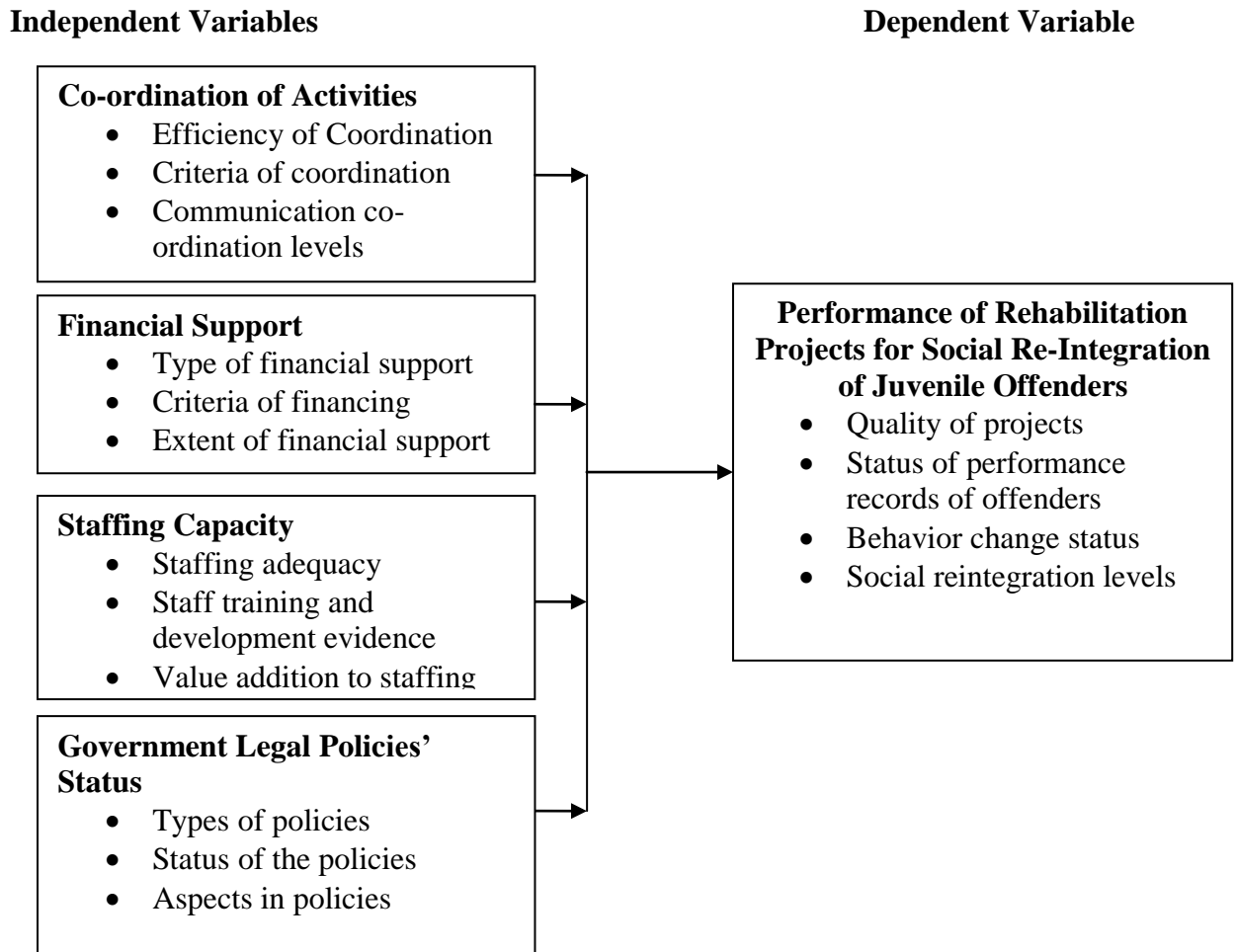


Figure 2.1: Conceptual Framework

The conceptual framework above indicated that there is a relationship between the independent variables and the dependent variable. In this case, coordination of activities, financial support, government legal and regulation policies form the independent variables and a change in them configures the relationship either to positive or negative as was established.

2.9 Summary of Research Gaps

Table 4.1: Summary of Research Gaps

Variable	Literature Summary	Research Knowledge Gap
To evaluate the influence of co-ordination of activities on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	In summary, the literature reviewed indicated that proper coordination by state and government officials were the root factors on the efficiency running of rehabilitation centers to eliminate of low social reintegration levels.	The research reviewed failed to specifically elaborate on the extent to which co-ordination of activities relate to performance of rehabilitation projects for social re-integration of juvenile offenders
To investigate the influence of financial support on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	The literature established that effective financial support across service sectors is imperative. Research into service delivery needs to advance our understanding regarding what the most effective means are to provide such cross-sectorial services	The literature failed to indicate the aspects of financial support or support areas that influence performance of projects for juveniles more so in rehabilitation schools.
To determine the influence of staffing capacity on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	In summary the literature indicated that the problem of insufficient personnel is prompted by the staffing situation in rehabilitation schools.	The studies reviewed never stated the extent of the specific staffing capacity areas were important towards the performance or rehabilitation related projects for social reintegration.
To determine the influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	The literature indicated that the state needs to address some root cause of crime, such as the high levels of poverty and social inequality, improving inter-agency coordination and collaboration with other departments, agencies and ministries in the justice sector	The studies reviewed failed to indicate at what point a policy can be said to be at poor status to negatively influence performance of projects for juvenile offenders more so in rehabilitation schools

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the methodology that was used for the study. The main sections in the chapter were; the research design, target population, the sample size and sampling procedures used in the study. Pilot testing of the research instruments, data collection procedures and data analysis techniques were also outlined in the study ethical considerations observed in the study are also outlined.

3.2 Research Design

This study used descriptive research design approach. Bryman (2012) define a research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”. Parahoo (1997:142) describes a research design as “a plan that describes how, when and where data are to be collected and analyzed”. Polit et al (2001:167) define a research design as “the researcher’s overall for answering the research question or testing the research hypothesis”. The design helped the researcher to get different but complementary data on the same topic (Morse, 1991) to best understand the research problem. It helped make findings rich and comprehensive on assessment of factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya. The data was integrated at various stages of the inquiry. It helped the researcher best understand the research problem and relate quantitative results to the raised research questions (Creswell, 2013).

3.3 Target Population

According to Mugenda and Mugenda (2010) the target population is the entire group researcher is interested in or the group about which the researcher wishes in drawing conclusions. The target population comprised of the government staff working in all probation offices, children offices and the staff working in Kirinyaga County.

Specifically, the study targeted the 60 respondents (Institution staff, probation officers and children officers) respectively, responsible for the day to day operations in the departments responsible for the efficiency of rehabilitation projects for social reintegration of the juvenile offenders in the region. These are the ones who were supplied with the research instruments. The distribution was as follows:

Table 3.2: Target Population

Category	Target population
Institution staff	25
Probation officers	28
Children officers	7
Total	60

Source: Government of Kenya Human Resource Establishment (2020)

3.4 Sample Size and Sampling Procedures

3.4.1 Sample Size

A sample is a set of respondents obtained from a targeted population with an aim of establishing the features of the population Siegel (2013). It refers to a section of the population chosen in order to have a clear representation of the whole population. Sampling is a procedure or technique applied while selecting a sample of the population that is to participate in the research study (Kothari, 2011). Krejcie and Morgan (1970) sample size table was used to constitute sample for the study (see Appendix VI).

Table 3.3: Sample Size

Category	Target Population	Sampling technique	Sample Size
Institution Staff	21	Stratified random	22
Probation officers	28	Stratified random	24
Children officers	7	Stratified random	6
Total	60	-	52

3.4.2 Sampling Procedure

A sampling procedure is a technique wherein the assembled sample has the same proportions of individuals as the entire population with respect to known characteristics, traits or focused phenomenon (Cooper & Schindler, 2014). This study used stratified random sampling technique. In this case, therefore, the sample size for each division in regard to the 56 target population was drawn as follows: Wamumu Rehabilitation School with 25 staff members: - $25/60*52 = 22$, probation offices with 28 officers: - $28/60*52= 24$, children offices with 7 officers: - $7/60*52 = 6$. Thus the entire sample size comprised of $(22 + 24 + 6 = 52)$ government officers working in Wamumu Rehabilitation School, Probation Offices and Children Offices respectively in Kirinyaga County, Kenya. This gave an equal representation and equal chance of participation to the respondents in each of the categories as stated in the target population section.

3.5 Data Collection Instruments

A questionnaire was used as the tool for data collection. As noted by Kombo and Delno (2011) a questionnaire is a preferred research tool since it allows a research to collect a lot of data within a limited time frame; it also gives the participants a chance to provide true and anonymous data. It constituted close ended questions. The questions were clear and written in such a way that the top, middle and lower level staff understood easily. The questionnaire comprised of various sections. Section A contained questions on demographic information of the respondents, section B, C,D,E and F contained questions based on each of the objectives where respondents were to indicate their opinion on statements associated to a 5 point Likert scale ranging from 1-5. The questionnaire was self-administered through pick and drop approach, this was important for collection of primary data.

3.5.1 Pilot Test of the Instruments

According to Donald (2006) a pilot study, is a pre-test research carried out in small scale to assess time, feasibility, cost, and difficult scenarios and also to allow improvement on the validity and reliability of the research before the main study can be conducted.

One of the advantages of conducting a pilot study is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether methods or instruments were inappropriate or too complicated. For the case of this study, 10 respondents from Othaya Rehabilitation School were requested to participate in the pilot study.

3.5.2 Validity of the Instruments

Validity is the extent to which an instrument measures what it is supposed to measure (Kothari, 2004). To ensure validity of the instruments, the researcher discussed the questionnaire with the supervisor who guided in developing valid instruments with regard to the face validity, construct validity and content validity. To certify content validity, the instrument was discussed and reviewed by researcher's peers. Content validity ensure there is logical judgment as to whether the instrument was reasonably inclusive of study area. Content validity certified that all the respondents do understand the content in the questionnaire. The validity was improved through appraisal of the tools and verification by the supervisor who is skillful and the necessary improvements was considered to ascertain that the research questions measure what they are expected to.

3.5.3 Reliability of the Instruments

This research study used a test-retest method which involves administering the same scale or measure to the same group of respondents at two separate times. For the case of this study, 10 respondents from Othaya Rehabilitation School were requested to participate in the pilot study. This is because they share similar characteristics and of almost similar opinions with those in Kirinyaga county where the study had targeted. This was repeated after a time lapse of one or more weeks. Reliability test was explained by the Cronbach's values of the test items in each of the variables that obtained were above 0.7 and above for the tool to deem reliable (Locharoenrat, 2017). The results were as show in the Table 4.4 below.

Table 4.4: Reliability Results

Variable	Cronbach's (r) values
Co-ordination of Activities	.7621
Financial Support	.8107
Staffing Capacity	.7882
Governmental Policy Status	.8623

3.6 Data Collection Procedure

The author sought a research permit letter from the (NACOSTI) before administering the questionnaires. A covering letter was also obtained from the University of Nairobi to permit the researcher to solicit information from all the respondents of the study. The researcher administered the questionnaire to individual participant after explaining the requirements and also making them understand every question appropriately. Each respondent was provided with adequate time to fill up the questionnaire after which the researcher assembled them for analysis.

3.7 Data Analysis Technique

3.7.1 Qualitative Analysis

Any open ended questions were analysed by use of content analysis that constitute themes combination only the specific responding to the raised research objective.

3.7.2 Quantitative Analysis

Data collected in this study was analysed via quantitative approach and assembled to form the final findings and interpretations. Data gathered quantitatively from various close-ended questions was classified into various categories and analysed. The responses were further coded by allocating identifiable symbols, figures numerical or other signs (Creswell, 2009). The SPSS project (Version. 22.0) was used as the main statistical tool of calculating the expected parameters. Frequency tables, and other appropriate figures were used to present the study findings. Besides, inferential statistics like such as multivariate regression, ANOVA and correlation were also used.

Correlation analysis is a statistical tool that is applied while determining the degree of linkage between two variables (Cooper & Schindler, 2008). This analysis has been regarded as the initial step while developing statistical models that are aimed at establishing the associations or relationships among various independent variables. Upon developing the correlation matrix that is used to analyze the association among the independent variables and helping in developing a predictable multiple models, the researcher carried out a multiple regression analysis. Correlation analysis helps to identify any possibility of Multi-Collinearity. A correlation value of 0 illustrates that there is no possibility of any association between any two independent variables. Further, if the correlation index is ± 1.0 it shows that there is a negative or a positive association among the variables (Hair *et al*, 2010). The values were interpreted between negative 1 and positive 1, where $-ve$ 1 represents a negative perfect relationship, 0 represents lack of relationship among the variables while $+1$ illustrated a perfect positive relationship. The association was regarded as weak when r ranges between ± 0.1 to ± 0.29 , medium when r ranges between ± 0.3 to ± 0.49 , and strong when r is ± 0.5 and above.

To test if there exists a significant association between the variables, the researcher conducted multiple regression analysis which helps to deduce the existing association between the study's dependent variable and one or more independent variables (Hair *et al.*, 2010). This study used a multiple linear regression analysis using coordination of activities, financial support, staffing capacity, governmental policies' status as the independent variables and performance of rehabilitation projects for social reintegration of juvenile offenders as the dependent variable respectively.

Where;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon, \text{ where,}$$

Y= Performance of rehabilitation projects for social reintegration of juvenile offenders

β_0 = Intercept

X1= Coordination of Activities

X2= Financial Support

X3= Staffing Capacity

X4= Governmental Policy Status

$\beta_1, \beta_2, \beta_3$ and β_4 are the coefficients of the regression

ε = the error Term

3.8 Operationalization of Variables

The table 3.5 below presented the operationalization of variables:

Table 3.5: Operationalization of Variables

Objective	Type of Variable	Indicator	Scale of Measurement	Methods of Data Analysis
To evaluate the influence of co-ordination of activities on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	Independent	<ul style="list-style-type: none"> • Efficiency of Coordination • Criteria of Coordination • Communication Co-Ordination Levels 	Interval 5-point Likert scale-ordinal-nominal	Descriptive
To investigate the influence of financial support on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	Independent	<ul style="list-style-type: none"> • Type of Financial Support • Criteria of Financing Used • Extent of Financial Support 	Interval 5-point Likert scale-ordinal-nominal	Descriptive
To determine the influence of staffing on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	Independent	<ul style="list-style-type: none"> • Staffing Adequacy • Training and Development Evidence • Value Addition to Staffing 	Interval 5-point Likert scale-ordinal-nominal	Descriptive
To determine the influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.	Independent	<ul style="list-style-type: none"> • Types of policies available • Status of the policies • Aspects in policies 	Interval 5-point Likert scale-ordinal-nominal	Descriptive
	Dependent	<ul style="list-style-type: none"> • Level of performance of rehabilitation projects for social sciences 	Interval 5-point Likert scale-nominal	Descriptive

Source: Researcher (2020)

3.9 Ethical Considerations

The researcher used all research ethics that aided in achieving the set study objectives. The researcher sought a data collection letter from department of Extra Mural Studies, University of Nairobi and applied for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) all of which aided in data collection from the target field. In addition to that, the researcher gave assurance of the privacy and confidentiality of the study. The participants were not required to indicate their names on the question papers for purposes of anonymity. This motivated the respondents towards giving valid information. Privacy for research participants is a concept in research ethics which states that a person in human subject research has a right to privacy when participating in research. For the case of this study, privacy of the participants was considered as a fundamental right. Individuals had a privacy interests in relation to their bodies, personal information, expressed thoughts and opinions. Finally, the research assistants who were involved in data collection were educated on the requirements of the study, as well as, how they would approach the participants in an effort to securing their time and valid opinions. They were also tasked to assure the participants on the importance of the study that it was purely academic and then protect all information gathered.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND ANALYSIS

4.1 Introduction

This chapter presents the data analysis, interpretation and presentation on organizational factors influencing the performance of rehabilitation projects for social reintegration. The analysis has been presented in the order of the objectives which were; to evaluate the influence of co-ordination of activities on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya, to investigate the influence of financial support on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya, to determine the influence of staffing capacity on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya and to determine the influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya. This study used descriptive research design approach. The SPSS programme was used to compute on descriptive and inferential statistics.

4.2 Questionnaire Return Rate

Table 4.6: Response Rate

Status	Frequency	Percentage
Responded	45	87
Not responded	7	13
Total	52	100

The researcher supplied a total of 52 questionnaires to the respondents who constituted the government officers working in Wamumu Rehabilitation School, Probation Offices and Children Offices respectively in Kirinyaga County, Kenya. Out of these, 45 questionnaires were returned adequately filled whereas 7 were either returned in a faulty state or were never filled at all at the time of data collection giving the study a response rate of 87%. This is adequate according to Mugenda and Mugenda (2010) who advocates that a response rate of 75% or above is adequate for an academic research.

4.3 Demographic Characteristics of the Respondents

The section below presents the background information of the respondents with regard to gender, age bracket, level of education and duration respondent worked for their respective institutions. The results are presented in form of frequency tables.

Table 4.7: Gender of Respondents

Gender	Frequency	Percentage
Male	27	60
Female	18	40
Total	45	100

The study wanted to establish the gender of the respondents who participated in the study. According to the findings displayed in Table 4.7 above, majority of the respondents were male as shown by 60% whereas 40% were female. This is an implication that the researcher tried as much as possible to reach both genders to avoid biased opinions related to the factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.

Table 4.8: Age Bracket of Respondents

Age Bracket	Frequency	Percentage
20-30 years	7	16
31-40 years	14	31
41-50 years	18	40
51-60 years	4	9
Above 60 years	2	4
Total	45	100

The researcher wanted to establish the age bracket of the respondents. According to the findings, 31% of the respondents were aged between 31-40 years, 40% were aged between 41-50 years, 16% said between 20-30 years, 9% said 51-60 years whereas about 4% said they were aged above 60 years respectively. This was an implication that the researcher managed to reach all age categories in an effort to get divergent views relative to the raised research questions.

Table 4.9: Level of Education of Respondents

Education levels	Frequency	Percentage
College Level	15	33
Undergraduate Level	24	53
Master Level	6	13
Ph.D. Level	0	0
Total	45	100

The table 4.9 above depicts findings on respondent's highest level of education achieved. According to the results, 53% almost half of the respondents had undergraduate certificates, 33% said college level education, 13% said had masters level of education and none had PhD certificates respectively. This was an implication that most of the targeted respondents were adequately educated to understand rehabilitation and social reintegration of juvenile offenders in Kenya.

Table 4.10: Duration worked for the Rehabilitation Affiliation

Duration	Frequency	Percentage
Less than 1 year	8	18
1-5 years	25	56
6-10 years	8	18
11-15 years	4	9
Above 20 years	0	0
Total	45	100

The Table 4.10 above presents findings on duration the respondents had worked in their respective offices. According the findings, majority of the respondents as shown by 56% said that they had worked in their current office for a duration of between 1-5 years, 18% period of 6-10 years, 9% period of 11-15 years, 18% period of less than one year whereas 0% said they had worked in the rehabilitation affiliated institution for a duration of more than 20 years respectively. The results indicated that majority had not worked for a longer duration in the rehabilitation affiliated institutions.

4.4 Co-ordination of Activities and Performance of Rehabilitation Projects for Social Reintegration

The section below presents the findings on Co-ordination of Activities and Performance of Rehabilitation Projects for Social Reintegration. The results are as shown in the tables below.

4.4.1 Some of the Co-ordination Activities respondent is aware of that influence the Performance of Rehabilitation Projects for Social Reintegration

The researcher wanted to find out some of the co-ordination activities respondent is aware of that influence the performance of rehabilitation projects for social reintegration. On this question, the researcher established that most of the co-ordination activities respondent were aware of that influence the performance of rehabilitation projects for social reintegration included; communicating the project progress with the managers and stakeholders in charge, managing timelines, officiating various rehabilitation projects for social reintegration of juveniles, engaging in auditing related activities and so on.

Table 4.11: Respondents level of satisfaction on the influence of coordination of activities and performance of rehabilitation projects for social reintegration of juvenile offenders in their institution or area of jurisdiction

Satisfaction Levels	Frequency	Percentage
Very Satisfied	11	24
Satisfied	14	31
Moderately Satisfied	10	22
Dissatisfied	8	18
Very Dissatisfied	2	4
Total	45	100

The study wanted to find out the respondents' level of satisfaction on the influence of coordination of activities and performance of rehabilitation projects for social reintegration of juvenile offenders in their institution or area of jurisdiction. According to the findings, majority of the respondents as shown by 31% were satisfied on the influence of coordination of activities and performance of rehabilitation projects for social reintegration of juvenile offenders in their institution or area of jurisdiction, 24% said very satisfied, 22% said moderately satisfied, 18% said dissatisfied whereas 4% said that they were very dissatisfied respectively.

Table 4.12: Respondents level of agreement with the given statements that have to do with the influence of coordination of activities and Performance of Rehabilitation Projects for Social Reintegration

Statements	Strongly agree	Agree	Moderately agree	Disagree	Strongly disagree	Mean score	Std. dev
I am happy that coordination of activities in the enhancement of rehabilitation projects outcomes for social reintegration of Juvenile Offenders has been efficient	29	70	0	1	0	4.27	0.0347
There has been inadequate coordination by state and government officials which might be a root factor on the efficiency running of rehabilitation centers	8	90	1	1	0	4.05	0.0329
There is poor coordination among departments, agencies and ministries in the justice sector and constitutional affairs, the probation and aftercare Services department	11	86	1	1	1	4.05	0.0329
Administrators and policy-makers are always mindful that rehabilitation efforts do not appear inconsistent or unfair in any way	24	66	4	3	3	4.05	0.0329
I am happy that collaboration and communication between service providers has been able to help the Juvenile Justice System especially on social reintegration	16	69	15	0	0	4.01	0.0326
Composite	-	-	-	-	-	4.086	0.166

The researcher sought to establish the respondents level of agreement with statements related with influence of coordination of activities and performance of rehabilitation projects for social reintegration. According to the findings, displayed in the table above, majority of the respondents were in agreement that; they are happy that coordination of activities in the enhancement of rehabilitation projects outcomes for social reintegration of Juvenile Offenders has been efficient, there has been inadequate coordination by state and government officials which might be a root factor on the efficiency running of

rehabilitation centers, there is poor coordination among departments, agencies and ministries in the justice sector and constitutional affairs, the probation and aftercare services department, administrators and policy-makers are always mindful that rehabilitation efforts do not appear inconsistent or unfair in any way and that they are happy that collaboration and communication between service providers has been able to help the Juvenile Justice System especially on social reintegration as shown by the mean scores of 4.27, 4.05, 4.05, 4.05 and 4.01 respectively. The findings agree with the literature reviewed in the Handbook on human Rights (IED, 2011) stated that proper coordination by state and government officials were the root factors on the efficiency running of rehabilitation centers to eliminate low social reintegration levels.

4.5 Financial Support and Performance of Rehabilitation Projects for Social Reintegration

The section below presents the findings on financial support and performance of rehabilitation projects for social reintegration. The results are presented in the form of tables.

4.5.1 Some of the financial support sources and types they are aware of that influence the performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction

The researcher sought to understand some of the financial support sources and types they are aware of that influence the performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. In this case, the researcher established that some of the financial support sources and types they are aware of that influence the performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction include; government direct funding, donor funding, community funding as well as well-wishers' funds.

4.5.2 Respondents' level of satisfaction on the influence of financial support on performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction

The researcher wanted to establish the respondents' level of satisfaction on the influence of financial support on performance of Rehabilitation Projects for Social Reintegration in their Institution or Area of Jurisdiction. According to the findings, 51% of the respondents said that they were satisfied on the influence of financial support on performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. At the same time, 21% of the respondents said moderately satisfied, 12% said very satisfied whereas an equal of 8% said very dissatisfied and dissatisfied respectively. The results are as shown in the figure below;

Table 4.13: Respondent's level of agreement on given statements related to influence of Financial Support and Performance of Rehabilitation Projects for Social Reintegration in their institution or area of jurisdiction

Statements	Strongly agree	Agree	Moderately agree	Disagree	Strongly disagree	Mean score	Std. dev
I believe that the financial support has been key towards the efficiency of administrators in addressing issues in rehabilitation centers that are project and processes efficiency	10	88	1	1	0	4.07	0.0331
I believe that resource scarcity variations affect administrators' effort towards rehabilitation projects enhancement and implementation	10	76	10	2	2	3.9	0.0317
There well financially supported projects that are not implemented properly have the potential to do more harm	7	77	12	2	2	3.85	0.0313
Rehabilitation projects for social reintegration are never delivered as designed due to financial or other constraints	13	60	25	1	1	3.83	0.0311
There is low financial support towards rehabilitation projects which contribute to the low performance in social reintegration efforts	10	50	36	4	0	3.57	0.0357
Composite Mean Score	-	-	-	-	-	3.844	0.1629

The study sought the respondent's level of agreement on given statements related to influence of financial support and performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. According to the findings displayed in the Table 4.13 above, majority of the respondents were in agreement that; they believe that the financial support has been key towards the efficiency of administrators in addressing issues in rehabilitation centers that are project and processes efficiency, they believe that resource scarcity variations affect implementers' effort towards rehabilitation projects enhancement and implementation, well financially supported projects that are not implemented properly have the potential to do more harm, rehabilitation projects for social reintegration are never delivered as designed due to financial or other constraints, there is low financial support towards rehabilitation projects which contribute to the low performance in social reintegration efforts as shown by the mean scores of 4.07, 3.9, 3.85, 3.83 and 3.57 respectively. The results agree with the literature reviewed by Loeber and Farrington (2012) reported larger effects when the project implementation was well financed and monitored in correctional settings. The study indicated that well financially supported projects that are not implemented properly have the potential to do more harm (such as result in more violence) than no treatment at all when it comes to their influence towards social reintegration of juvenile offenders.

4.6 Staffing Capacity and Performance of rehabilitation projects for Social Reintegration

4.6.1 Some of the Staffing Issues/Activities influencing the Performance of Rehabilitation Projects for Social Reintegration in their institution or Area of Jurisdiction

The researcher wanted to find out the some of the Staffing Issues/Activities influencing the Performance of Rehabilitation Projects for Social Reintegration in their institution or Area of Jurisdiction. On this question, most of the staff sampled were concerned with the low staffing issues, lack of adequate training and development of the probation, rehabilitation and children officers in the institutions affiliated with rehabilitation of the juvenile offenders in the whole of Kirinyaga County.

Table 4.14: Respondents level of satisfaction on the influence of staffing and performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction

Levels	Frequency	Percentage
Very Satisfied	10	22
Satisfied	16	36
Moderately Satisfied	10	22
Dissatisfied	7	16
Very Dissatisfied	2	4
Total	45	100

The researcher wanted to find out the respondents' level of satisfaction on the influence of staffing and performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. According to the results displayed in the Table 4.14 above, 36% of the respondents said that they were satisfied on the influence of staffing and performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction, 22% said very satisfied, 22% said moderately satisfied, 16% said dissatisfied, whereas 4% said very dissatisfied respectively.

Table 4.15: Respondent's level of agreement level with the given statements that have to do with the influence of staffing and performance of rehabilitation projects for social re-integration

Statements	Strongly agree	Agree	Moderately agree	Disagree	Strongly Disagree	Mean score	Std. dev
There are adequate staff in the administration of rehabilitation centers in this region	15	84	1	0	0	4.14	0.0337
I believe that inadequate personnel always lead to a decrease in productivity which brings about stress hence poor performance of rehabilitation projects for social reintegration	24	66	4	6	0	4.08	0.0332
Inadequate staff in the region mostly in rehabilitation centers bring about extra expenses towards social reintegration	15	55	29	0	1	3.83	0.0311

activities							
I believe there is a problem of insufficient personnel prompted by the poor impact of rehabilitation projects for social reintegration rehabilitation centers/schools.	13	47	40	1	1	3.76	0.0306
There is inadequate implementation of some management policies and practices as a result of insufficient personalities	13	47	38	1	1	3.7	0.0301
I am happy of the appraisal process of feeding back a subordinate information about how well staff are doing their work in the region	13	46	40	0	1	3.7	0.0210
There is a good personnel strategy which typically concerns with devising ways of managing staff in the rehabilitation centers	11	38	48	3	0	3.57	0.0147
Composite Mean Score	-	-	-	-	-	3.8257	0.1944

The researcher wanted to establish the respondents' level of agreement with the given statements that have to do with the influence of staffing and performance of rehabilitation projects for social re-integration. According to the findings in the Table 4.5 , majority of the respondents were in agreement that; there are adequate staff in the administration of rehabilitation centers in the region, believed that there were inadequate personnel always lead to a decrease in productivity which brings about stress hence poor performance of rehabilitation projects for social reintegration, inadequate staff in the region mostly in rehabilitation schools bring about extra expenses towards social reintegration activities, they believe there is a problem of insufficient personnel prompted by the poor impact of rehabilitation projects for social reintegration rehabilitation schools, there is inadequate implementation of some management policies and practices as a result of insufficient personalities, they were happy of the appraisal process of feeding back on information about how well staff are doing their work in the region and that there is a good personnel strategy which typically concerns with devising ways of managing staff in the rehabilitation centers as shown by the mean scores of 4.14, 4.08, 3.83, 3.76, 3.7, 3.7 and 3.57 respectively. The findings confirms with the literature by Holling and Scott (2014) asserted that the problem of insufficient personnel is prompted by the staffing situation of many rehabilitation centers/schools.

Staffing is a human resource function of employing talents, skillful and sufficient workers hence explains the fact that with good staffing put in place the organization is bound to succeed. Thus, with planning, controlling, leading and staffing functions the organization will function well.

4.7 Government Policies status and Performance of rehabilitation Projects for Social Reintegration

4.7.2 Respondents level of satisfaction on the influence of government legal policies and performance of Rehabilitation Projects for Social Reintegration in their Institution or Area of Jurisdiction

The researcher wanted to establish the respondents' level of satisfaction on the influence of government legal policies' status and performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. According to the findings, 56% of the respondents said they were satisfied on the influence of government legal policies and performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction, 24% said moderately satisfied, 8% said very satisfied, 8% said dissatisfied whereas a few as shown by 4% said very dissatisfied respectively.

Table 4.16: Respondents' agreement level on statements to do with the influence of government policy and regulations and performance of rehabilitation projects for social reintegration

Statements	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree	Mean score	Std. dev
We are happy that most of the government policies and regulations are friendly and enhance efficiency of rehabilitation projects for social reintegration	23	69	4	3	1	4.1	0.0021
We have challenges related to government policies since they are not adequate towards rehabilitation projects enhancement	24	64	7	5	0	4.07	0.0331

The management of rehabilitation centers has made all efforts to ensure that all government policies are implemented to the latter	18	70	12	0	0	4.06	0.0330
There are adequate meetings with policy makers to interpret and enhance knowledge for better rehabilitation projects enhancement	15	79	2	4	0	4.05	0.0329
The rehabilitation center's management pays particular attention to establish the role played by government concerned policy bosses	19	71	6	3	1	4.04	0.0020
There is contrasting evidence on the changing profile of government policy implementation staff in the region	19	68	11	1	1	4.03	0.0020
I understand that government policy makers provide adequate knowledge towards efficiency of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County	19	65	11	4	1	4.03	0.002
Composite mean score	-	-	-	-	-	4.054	0.1071

The researcher wanted to establish the respondents' level of agreement on statements to do with the influence of government policy and regulations and performance of rehabilitation projects for social reintegration. According to the findings displayed in the table 4.16 above, majority of the respondents were in agreement that; they were happy that most of the government policies and regulations are friendly and enhance efficiency of rehabilitation projects for social reintegration, they have challenges related to government policies since they are not adequate towards rehabilitation projects enhancement, the management of rehabilitation centers has made all efforts to ensure that all government policies are implemented to the latter, there are adequate meetings with policy makers to interpret and enhance knowledge for better rehabilitation projects enhancement, the rehabilitation school's management pays particular attention to establish the role played by the government concerned policy implementers, there is contrasting evidence on the changing profile of government policy implementation staff in the region and that they understand that government policy makers provide adequate knowledge towards efficiency of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County as shown by the mean scores of 4.1, 4.07, 4.06, 4.05, 4.04, 4.03 and 4.03 respectively.

The results agree with the literature Khanka (2007) training is teaching and learning activities carried on the primary purpose of helping members of an organization to acquire and apply the required knowledge, skills and attitude to perform their jobs effectively. Politicians need to revise cap 90, Cap92 and Kenya prison service Standing Orders that will improve the performance of rehabilitation projects (KPSTC, 2011).

4.8 Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

Table 4.17: Respondents level of satisfaction on performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction

Levels	Frequency	Percentage
Very Satisfied	10	22
Satisfied	14	31
Moderately Satisfied	11	24
Dissatisfied	8	18
Very Dissatisfied	2	4
Total	45	100

The researcher wanted to establish the respondents' level of satisfaction on performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. According to the findings displayed in the table 4.17 above, 31% of the respondents were satisfied on performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction, 24% were moderately satisfied, 22% said very satisfied, 18% said dissatisfied whereas 4% said that they were very dissatisfied respectively. On the same the same question majority of the respondents on scale rating of between 1-10, rated performance of the rehabilitation projects for social reintegration of juvenile offenders in Kirinyaga County at 6. This is an implication that the studied factors were not so efficient towards enhancement of the said performance. The results agree with the literature that indicated that rehabilitative projects can be provided within or as part of another criminal justice sanction, such as incarceration or probation, but this is not a requirement of rehabilitative projections (Lipsey & Cullen, 2017).

4.9 Inferential Statistics

4.9.1 Results Based On Model of Estimation

The Table 4.18 below presents the model of estimation on the relationship between the studied variables.

Table 4.18: Model of Estimation

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df 1	df 2	Sig. F Change
1	.897 _a	.805	.803	.08978	.00804	3437.1	3	3	.000

a. Predictors: (Constant), Co-ordination of Activities, Financial Support, Staffing Capacity and Government Policy' Status

b. Dependent Variable: Performance of rehabilitation projects for social reintegration

Adjusted R squared is coefficient of determination that shows the changes in the dependent variable as a result of variations in the independent variables. As can be seen from the above Table 4.18, the adjusted R value was at 0.803, showing a change of 80.3% on dependent variable. This indicates that the model was a good fit in; co-ordination of activities, financial support, staffing capacity and government policy's status. In addition, the adjusted multiple coefficient of determination of 0.803 indicates the high joint impact of the explanatory variables. It means that 80.3% of changes in performance of rehabilitation projects for social reintegration are explained by the changes in co-ordination of activities, financial support, staffing capacity and government policy' status whereas 0.197% of changes in Performance of rehabilitation projects for social reintegration are explained by other factors such as location and demographic factors among others. This can be confirmed by the high figure of F value of 3437.1 which implies a high joint explanatory ability.

4.9.2 Results based on ANOVA Test

The section below presents the Analysis of Variance (ANOVA)

Table 4.19: Analysis of Variance (ANOVA)

Model		Sum of Squares	ANOVA ^a Df	Mean Square	F	Sig.
1	Regression	166.214	3	27.702	3437.147	.000 ^b
	Residual	1.072	133	.008		
	Total	167.286	136			

a. Dependent Variable: *Performance of rehabilitation Projects For Social Reintegration*
b. Predictors: *(Constant), Co-ordination of Activities, Financial Support, Staffing Capacity and Government policy's status*

The findings of the ANOVA are as shown in the above Table 4.19. The p-value was at 0.000 which is lower than 0.05. From the regression analysis findings, the model was significant when it comes to predicting the Performance of rehabilitation projects for social reintegration at 95% confidence level based on predictor variables co-ordination of activities, financial support, staffing capacity and government policy's status.

4.9.3 Correlations among the various factors influencing Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

The Table 4.20 below presents the correlations among the various factors influencing Performance of Rehabilitation Project for Social Reintegration of Juvenile Offenders.

Table 4.20: Pearson Coefficient Correlations

		Coordination of Activities	Financial Support	Staffing capacity	Government Policy Status
Coordination of Activities	Pearson Correlation	1	.241**	.386**	.359**
	Sig. (2-tailed)		.004	.000	.000
	N	45	45	45	45
Financial Support	Pearson Correlation	.241**	1	.486**	.441**
	Sig. (2-tailed)	.004		.000	.000
	N	45	45	45	45
Staffing Capacity	Pearson Correlation	.386**	.486**	1	.927**
	Sig. (2-tailed)	.000	.000		.000
	N	45	45	45	45
Government Policy Status	Pearson Correlation	.359**	.441**	.927**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	45	45	45	45

** Significance level at 95% Level of Confidence

The researcher used Pearson’s correlation coefficient test at alpha level 0.05 to determine the relationship between each of the independent variables (co-ordination of activities, financial support, staffing capacity and government policy’s status). Table 4.20 indicates a significant association among the study’s independent variables; co-ordination of activities, financial support, staffing capacity and government policy’ status (r=0.750, p=0.000). Correlation analysis done also indicates a significant association at the 0.05 level (2-tailed).

4.9.4 Regression Model on Factors influencing Performance of Rehabilitation Projects for Social Reintegration

The Table 4.21 below presents the combined regression model on factors influencing Performance of rehabilitation projects for social reintegration.

Table 4.21: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.752	.024		154.661	.010
Co-ordination of Activities	.899	.009	1.226	99.883	.000
Financial Support	.002	.003	.006	.708	.040
Staffing Capacity	2.580	.032	3.489	81.314	.012
Governmental Policy Status	1.100	.032	4.688	7.736	.030

a. Dependent Variable: Performance of Projects For Social Reintegration.

As shown in the Table 4.21, the regression equation model for the study was of the form; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ where Y = Dependent variable (Performance of rehabilitation projects for social reintegration), β_0 = Constant (The intercept of the model), β = Coefficient of the X variables (independent variables),] X_1 = Co-ordination of Activities, X_2 = Financial Support, X_3 = Staffing Capacity and X_4 = Governmental Policy Status. The figures in the above table were generated through the use of SPSS data analysis and established the following regression equation; $Y = 3.752+0.899X_1 + 0.002X_2 + 2.580X_3 +1.100X_4$.

The study found that when independent variables (X_1 =Coordination of activities, X_2 = Financial Support, X_3 = Staffing Capacity, X_4 = Government policy's status) were kept constant at zero, Performance of rehabilitation projects for social reintegration will be at 3.752. A rise by a unit in Co-ordination of Activities will result to a rise in Performance of rehabilitation projects for social reintegration by a factor of 0.899; a rise by a unit in focus/niche strategy will result to a rise in Performance of rehabilitation projects for social reintegration by a factor of 0.002, a rise by a unit in Government Policy' Status will result to a rise in Performance of rehabilitation projects for social reintegration by a factor of 2.580, while a rise by a unit in staffing capacity will lead to increase in Performance of rehabilitation projects for social reintegration by a factor of 1.100. The Table 4.21 also shows that the X variables (independent variables), X_1 = co-ordination of activities, X_2 = financial support, X_3 = government policy's status, X_4 = staffing capacity with Y = Performance of rehabilitation projects for social reintegration were significant at 5% level of significance and 95% level of confidence at .000, .040, .012 and .030 respectively.

CHAPTER FIVE

SUMMARY OF OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations relative to the research objectives which were; to evaluate the influence of co-ordination of activities on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya, to investigate the influence of financial support on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya, to determine the influence of staffing capacity on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya; and, to determine the influence of government policies' status on performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya.

5.2 Summary of Findings

The section below presents the summary of findings of the study.

5.2.1 Co-ordination of Activities and Performance of Rehabilitation Projects for Social Reintegration

The study also found out that; majority of the respondents were in agreement that; they are happy that coordination of activities in the enhancement of rehabilitation projects outcomes for social reintegration of juvenile offenders has been efficient, there has been inadequate coordination by state and government officials which might be a root factor on the efficiency running of rehabilitation centers, there is poor coordination among departments, agencies and ministries in the justice sector and constitutional affairs, the probation and aftercare services department, administrators and policy-makers are always mindful that rehabilitation efforts do not appear inconsistent or unfair in any way and that they are happy that collaboration and communication between service providers has been able to help the Juvenile Justice System especially on social reintegration with a composite mean score of 4.086 and a standard deviation of 0.166.

5.2.2 Financial Support and Performance of Rehabilitation Projects for Social Reintegration

The study found out that majority of the respondents were in agreement that; they believe that the financial support has been key towards the efficiency of implementers in addressing issues in rehabilitation centers that are project and processes efficiency, they believe that resource scarcity and variations affect implementers' effort towards rehabilitation projects enhancement and implementation, they were in agreement that financially supported projects that are not implemented properly have the potential to do more harm, rehabilitation projects for social reintegration are never delivered as designed due to financial or other constraints, there is low financial support towards rehabilitation projects which contribute to the low performance in social reintegration efforts with a composite mean score of 3.844 and a standard deviation of 0.0203625

5.2.3 Staffing Capacity and Performance of rehabilitation projects for Social Reintegration

According to the findings, majority of the respondents were in agreement that; there are adequate staff in the administration of rehabilitation centers in the region, believed that there were inadequate personnel always lead to a decrease in productivity which brings about stress hence poor performance of rehabilitation projects for social reintegration, inadequate staff in the region mostly in rehabilitation centers bring about extra expenses towards social reintegration activities, they believe there is a problem of insufficient personnel prompted by the poor impact of rehabilitation projects for social reintegration rehabilitation centers/schools, there is inadequate implementation of some management policies and practices as a result of insufficient personalities, they were happy of the appraisal process of feeding back a subordinate information about how well staff are doing their work in the region and that; there is a good personnel strategy which typically concerns with devising ways of managing staff in the rehabilitation centers with a composite mean score of 3.825 and standard deviation of 0.1944.

5.2.4 Government Policies status and Performance of rehabilitation Projects for Social Reintegration

The study found out that majority of the respondents were in agreement that; they were happy that most of the government policies and regulations are friendly and enhance efficiency of rehabilitation projects for social reintegration, they have challenges related to government policies since they are not adequate towards rehabilitation projects enhancement, the management of rehabilitation centers has made all efforts to ensure that all government policies are implemented to the latter, there are adequate meetings with policy makers to interpret and enhance knowledge for better rehabilitation projects enhancement, the rehabilitation center's management pays particular attention to establish the role played by government concerned policy implementers, there is contrasting evidence on the changing profile of government policy implementation staff in the region and that; they understand that government policy makers provide adequate knowledge towards efficiency of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County with a composite mean score of 4.0542 and a standard deviation of 0.0133.

5.3 Conclusions

The section below presents the conclusions of the study based on the research variables.

The study concludes that most of the co-ordination activities respondent is aware of that influence the performance of rehabilitation projects for social reintegration included; communicating the project progress with the managers and stakeholders in charge, managing timelines, officiating various projects for the juvenile tasks, engaging in auditing related activities and so on. The study also concluded that out that; majority of the staff were in agreement that; they were happy that coordination of activities in the enhancement of rehabilitation projects outcomes for social reintegration of Juvenile Offenders has been efficient, there has been inadequate coordination by state and government officials which might be a root factor on the efficiency running of rehabilitation centers, there is poor coordination among departments, agencies and ministries in the justice sector and constitutional affairs, the probation and aftercare

services department, administrators and policy-makers are always mindful that rehabilitation efforts do not appear inconsistent or unfair in any way and that they are happy that collaboration and communication between service providers has been able to help the Juvenile Justice System especially on social reintegration.

The study concluded that some of the financial support sources and types that influence the performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction included; government direct funding, donor funding, community funding as well as well-wishers' funds. The study concluded that most staff believe that the financial support has been key towards the efficiency of administrators in addressing issues in rehabilitation centers that are project and processes efficiency, they believe that resource scarcity variations affect administrators' effort towards rehabilitation projects enhancement and implementation, they were in agreement that well financially supported projects that are not implemented properly have the potential to do more harm, rehabilitation projects for social reintegration are never delivered as designed due to financial or other constraints and that there was low financial support towards rehabilitation projects which contribute to the low performance in social reintegration efforts.

The study concluded that; most of the staff sampled were concerned with the low staffing issues, lack of adequate training and development of the probation, rehabilitation and children officers in the institutions affiliated with rehabilitation of the juvenile offenders in the whole of Kirinyaga County. The study concluded that; there were inadequate staff in the administration of rehabilitation centers in the region, they believed that the inadequate personnel always lead to a decrease in productivity which brings about stress hence poor performance of rehabilitation projects for social reintegration, inadequate staff in the region mostly in rehabilitation centers bring about extra expenses towards social reintegration activities, they believed the problem of insufficient personnel prompted poor impact of rehabilitation projects for social reintegration at rehabilitation schools, there was inadequate implementation of some management policies and practices as a result of insufficient personalities, they were happy of the appraisal process of feeding back a subordinate information about how well staff are doing their work in

the region and that; there is a good personnel strategy which typically concerns with devising ways of managing staff in the rehabilitation centers.

The study concluded that most staff were satisfied on the influence of government legal policies and performance of rehabilitation projects for social reintegration in their institution or area of jurisdiction. The study concludes that the staff associated with the rehabilitation projects were happy that most of the government policies and regulations are friendly and enhance efficiency of rehabilitation projects for social reintegration, they have challenges related to government policies since they are not adequate towards rehabilitation projects enhancement, the management of rehabilitation centers has made all efforts to ensure that all government policies are implemented to the latter, there are adequate meetings with policy makers to interpret and enhance knowledge for better rehabilitation projects enhancement, the rehabilitation center's management pays particular attention to establish the role played by government concerned policy bosses, there is contrasting evidence on the changing profile of government policy implementation staff in the region and that; they understand that government policy makers provide adequate knowledge towards efficiency of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County.

5.4 Recommendations

The study recommends that the management continue with the motive of ensuring that all activities related to co-ordination are well put into records and followed to the latter to enhance efficiency of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County. Critical assessments must be done always to find out the issues related coordination in order to ensure that the challenge is addressed especially in the areas concerned such as communication, task allocation, task management and in related records management.

The researcher recommends that the government and the affiliated institutions as well as the management in place acting in various capacities remain focused towards counteracting challenges related to the performance the rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County.

The study recommends that the government streamlines policies and guidelines to promote corroboration and networking within the juvenile justice system as well as in the agencies so as to enhance effectiveness in rehabilitation and social reintegration of juvenile offenders in Kenya.

Juvenile rehabilitation in Kenya is a consulted process between the juvenile justice agencies, key among the children officers, rehabilitation staff and probation officers; the study recommends the government to increase the number of staff and build their capacity through training especially in children offices and the Wamumu Rehabilitation school so that they may be able to address the dynamics of rehabilitation and social reintegration of juvenile offenders as well as ensuring a continuous replacement of staff who are leaving the service.

5.5 Suggestions for Further Studies

The study recommends that further studies should be done to establish other factors like personal juvenile characteristic based, environment based or cultural based among others that equally influence the performance of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County besides the ones studied above. At the same time, the researcher recommends that future studies should include more counties to find out whether the respondents will raise similar or closer opinions which can be utilized well in the advice towards ensuring that there will be efficiency in staffing capacity, co-ordination of activities, financial support and government policy status to make social reintegration perform well. The researcher suggests that more studies like on noncustodial rehabilitation projects for social reintegration of juveniles offenders be done by future researchers and academicians to advise more on policy and practice. There also a need to research on the impact of rehabilitation projects on social reintegration of juvenile offenders so s to establish the effectiveness or how well the related aspects can be made efficient.

5.6 Contribution to the Body of Knowledge

The study established that staffing capacity as well as determinants such as co-ordination, financial support and government policies' status were not so efficient or well optimized hence not fully addressing the social reintegration aspect defining the need of the rehabilitation of the juvenile offenders in Kenya. The study findings therefore contributes to the body of knowledge by informing the various stakeholders that social reintegration projects have not fully met their intended outputs warranting them to revise their strategies in the management of the rehabilitation schools and other related institutions.

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APPENDICES

Appendix I: Letter of Transmittal

Harrison Mwit

P.O Box

Nyeri

Dear Respondent,

RE: DATA COLLECTION

I am a Masters Student at the University of Nairobi undertaking a course on project planning and management. I am doing a thesis on topic named: “Assessment of the administration factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya”. I am visiting your reputable institution with the attached questionnaire seeking to gather information as pertains to the study. You are assured that the information you will provide will be used for research reasons only and that the data will be treated with high confidentiality and integrity. I will be grateful for your cooperation and active participation to this academic effort.

Yours Faithfully,

.....

Harrison Mwit

Masters Student

UON

Appendix II: Research Questionnaire for the respondents (Institution Staff, Probation Officers and Children Officers)

You are hereby requested to participate in the questionnaire below and provide your responses in the questions displayed which are simple and easily understandable on Assessment of the administration factors influencing performance of rehabilitation projects for social re-integration of juvenile offenders in Kirinyaga County, Kenya”. Kindly tick in the boxes provided after reading and understanding the question. The questionnaire will take approximately 10 minutes.

Part A: Respondent’s Demographic Information

1. Indicate your gender
 - a) Male
 - b) Female
2. Kindly indicate your highest level of education
 - a) Secondary level
 - b) College level
 - c) University level
 - d) Any Other {.....}
3. Kindly indicate your age bracket
 - a) Below 30 years
 - b) 31 to 40 years
 - c) 41 - 50 years
 - d) 51-60 years
 - e) Over 60 years
4. Kindly indicate the duration for which you have worked in this rehabilitation center or else in this region.
 - a) 1 - 2 years
 - b) 2 – 3 years
 - c) 3 – 4 years
 - d) 5 years and above

Part B: Coordination of Activities and Performance of ‘Tuwarudishe Watoto Nyumbani’ rehabilitation project for social reintegration

5. Kindly list some of the co-ordination activities you are aware of that influence the performance of rehabilitation projects for social reintegration.

.....

6. What is your level of satisfaction on the influence of coordination of activities and performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

- Very satisfied []
- Satisfied []
- Undecided []
- Dissatisfied []
- Very dissatisfied []

7. Kindly indicate your agreement of agreement on the level with the given statements that have to do with the influence of coordination of activities and performance of rehabilitation projects for social reintegration. Rate where 5= Strongly Agree, 4 Agree, 3 Moderately Agree, 2 Disagree and 1 = Strongly Disagree

Statements	1	2	3	4	5
I am happy that coordination of activities in the enhancement of rehabilitation projects outcomes for social reintegration of Juvenile Offenders has been efficient					
There has been inadequate coordination by state and government officials which might be a root factor on the efficiency running of rehabilitation centers					
There is poor coordination among departments, agencies and ministries in the justice sector and constitutional affairs, the probation and aftercare Services department					

Administrators and policy-makers are always mindful that rehabilitation efforts do not appear inconsistent or unfair in any way					
I am happy that collaboration and communication between service providers has been able to help the Juvenile Justice System especially on social reintegration					
Any other					

Part C: Financial Support and Performance of ‘Tuwarudishe Watoto Nyumbani’ rehabilitation project for social reintegration

8. Kindly list some of the financial support sources and types you are aware of that influence the performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

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

9. What is your level of satisfaction on the influence of financial support on performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

- Very satisfied []
- Satisfied []
- Undecided []
- Dissatisfied []
- Very dissatisfied []

10. Kindly indicate your agreement level with the given statements that have to do with the influence of financial support and performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction? Rate where 5= Strongly Agree, 4 Agree, 3 Moderately Agree, 2 Disagree and 1 = Strongly Disagree

Statements	1	2	3	4	5
I believe that the financial support has been key towards the efficiency of administrators in addressing issues in rehabilitation centers that are project and processes efficiency					
I believe that resource scarcity variations affect administrators' effort towards rehabilitation projects enhancement and implementation					
well financially supported projects that are not implemented properly have the potential to do more harm					
Rehabilitation projects for social reintegration are never delivered as designed due to financial or other constraints					
There is low financial support towards rehabilitation projects which contribute to the low performance in social reintegration efforts					
Any other					

Part D: Staffing and Performance of 'Tuwarudishe Watoto Nyumbani'

rehabilitation project for Social Reintegration

11. Kindly list some of the staffing issues/activities influencing the performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

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

12. What is your level of satisfaction on the influence of staffing and performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

- Very satisfied []
- Satisfied []
- Undecided []
- Dissatisfied []
- Very dissatisfied []

13. Kindly indicate your agreement level with the given statements that have to do with the influence of staffing and performance of rehabilitation projects for social reintegration. Rate where 5= Strongly Agree, 4 Agree, 3 Moderately Agree, 2 Disagree and 1 = Strongly Disagree

Statements	1	2	3	4	5
There are adequate staff in the administration of rehabilitation centers in this region					
I believe that inadequate personnel always lead to a decrease in productivity which brings about stress hence poor performance of rehabilitation projects for social reintegration					
Inadequate staff in the region mostly in rehabilitation centers bring about extra expenses towards social reintegration activities					
I believe there is a problem of insufficient personnel prompted by the poor impact of rehabilitation projects for social reintegration rehabilitation centers/schools.					
There is inadequate implementation of some management policies and practices as a result of insufficient personalities					
I am happy of the appraisal process of feeding back a subordinate information about how well staff are doing their work in the region					
There is a good personnel strategy which typically concerns with devising ways of managing staff in the rehabilitation centers					
Any other					

Part E: Government Policies status and Performance of ‘Tuarudishe Watoto Nyumbani’ rehabilitation Project for Social Reintegration

14. Kindly list some of the government legal policy issues influencing the performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

.....

15. What is your level of satisfaction on the influence of government legal policies and performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

Very satisfied []

Satisfied []

Undecided []

Dissatisfied []

Very dissatisfied []

16. Kindly indicate your agreement level with the given statements that have to do with the influence of government policy and regulations and performance of rehabilitation projects for social reintegration. Rate where 5= Strongly Agree, 4 Agree, 3 Moderately Agree, 2 Disagree and 1 = Strongly Disagree

Statements	1	2	3	4	5
We are happy that most of the government policies and regulations are friendly and enhance efficiency of rehabilitation projects for social reintegration					
We have challenges related to government policies since they are not adequate towards rehabilitation projects enhancement					
The management of rehabilitation centers has made all efforts to ensure that all government policies are implemented to the latter					
There are adequate meetings with policy makers to interpret and enhance knowledge for better rehabilitation projects enhancement					
The rehabilitation center's management pays particular attention to establish the role played by government concerned policy bosses					
There is contrasting evidence on the changing profile of government policy implementation staff in the region					
I understand that government policy makers provide adequate knowledge towards efficiency of rehabilitation projects for social reintegration of the juvenile offenders in Kirinyaga County					
Any other					

Part F: Performance of Rehabilitation Projects for Social Reintegration of Juvenile Offenders

17. What is your level of satisfaction on performance of rehabilitation projects for social reintegration in your institution or area of jurisdiction?

Very satisfied []

Satisfied []

Undecided []

Dissatisfied []

Very dissatisfied []

18. In a scale of 1-10, rate the performance of rehabilitation projects in the Kirinyaga County Kenya. Elaborate...

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

THANK YOU FOR YOUR PARTICIPATION

Appendix III: Approval Letter from University



UNIVERSITY OF NAIROBI
OPEN DISTANCE & E-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
NYERI LEARNING CENTRE

21st July 2020


TO WHOM IT MAY CONCERN

**SUBJECT : INTRODUCTION LETTER
HARRISON MWITI KIRUKI - REG. NO. LS0/27856/2019**






This is to confirm that the above named is a bona fide student of University of Nairobi, pursuing Master of Arts Degree in Project Planning and Management in the ODeL-Campus – Nyeri Centre.

He has successfully completed course work and is currently writing the Research Project which is a requirement for the award of the Degree. The topic is *"Factors Influencing Performance of the "Tuwarudishe Watoto Nyumbani" Rehabilitation Project for Social Re-integration of Juvenile Offenders in Kirinyaga County, Kenya"*

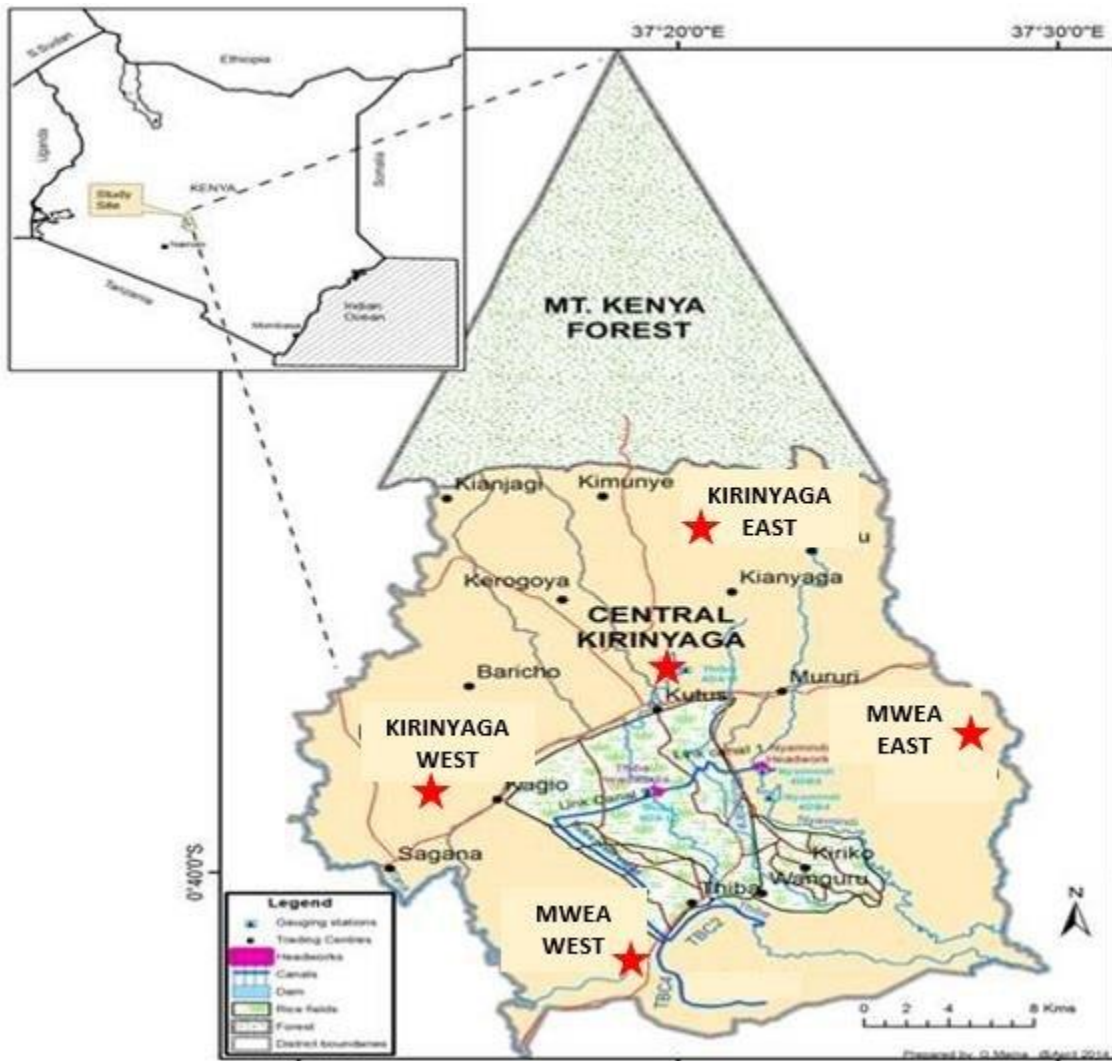
Any assistance accorded to him will be highly appreciated.


for
Dr. Anthony W. Ndungu
REGIONAL CO-ORDINATOR
NYERI LEARNING CENTRE

Appendix IV: NACOSTI Research Approval Certificate

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 720701	Date of Issue: 31/July/2020
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. Harrison Mwitii Kiruki of University of Nairobi, has been licensed to conduct research in Kirinyaga on the topic: FACTORS INFLUENCING PERFORMANCE OF THE 'TUWARUDISHE WATOTO NYUMBANI' REHABILITATION PROJECT FOR SOCIAL RE-INTEGRATION OF JUVENILE OFFENDERS IN KIRINYAGA COUNTY, KENYA for the period ending : 31/July/2021.</p>	
License No: NACOSTI/P/20/5952	
720701 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

Appendix V: Area Map of Kirinyaga County



Appendix VI: Krejcie & Morgan Finite Sample Size Determination Table (1970)

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970