

**STAKEHOLDERS' INVOLVEMENT AND IMPLEMENTATION OF CHILD  
PROTECTION PROGRAMS BY CHARITABLE ORGANIZATIONS IN  
KENYA: A CASE OF FIVE COMPASSION INTERNATIONAL'S PROJECTS  
IN MARSABIT COUNTY**

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**A Research Project Submitted in Partial Fulfillment for the Requirements of the  
Award of the Degree of Master of Arts in Project Planning and Management of  
the University of Nairobi**

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## DECLARATION

This Research Project is my original work and has never been presented to any other institution or university for the award of any degree, diploma or certificate.

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## **DEDICATION**

This research project is dedicated to my daughter Claire Wamuyu, the 290 children and youths from KE0277 ACK Maikona CYDC in Maikona, Marsabit County that were under my care between February 2018 and May 2022 and the 3,248 children and young adults from Nawiri Child Development Programme, Isiolo that God has placed in my hands at the moment as the one to advocate for them, champion their rights, empower them with life skills and be a real and a father figure to them.

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## **LIST OF ABBREVIATIONS**

- AIC-** Africa Independent Church
- AMREF-** African Medical and Research Foundation
- ASM-** Accountability Structure Management
- CBOs-** Community Based Organizations
- CBPR-** Community Based Participatory Research
- CEFM-** Child Early and Forced Marriage
- CITAM-** Christ is the Answer Ministries
- CIVs-** Complimentary Interventions
- CRC-** Convention on the Rights of the Child
- CYDCs-** Child and Youth Development Centres
- EAPC-** East Africa Pentecostal Church
- FAO-**Food and Agriculture Organization
- FBOs-** Faith Based Organizations
- FGM-** Female Genital Mutilation
- FH-** Food for the Hungry
- GBV-** Gender Based Violence
- HIV-**Human Immunodeficiency Virus
- HVCs-** Highly Vulnerable Children
- MoH-** Ministry of Health
- NACOSTI-** National Commission for Science, Technology and Innovation
- NGOs-** Non Governmental Organizations
- OVC-** Orphans and Vulnerable Children
- PCEA-** Presbyterian Church of East Africa
- PM4Dev-**Project Management for Development
- SOS-** Societas Socialis
- SPSS-** Statistical Packages for Social Sciences
- TdH-** Terre des Hommes
- UNDP-** United Nations Development Programme
- UNICEF-** United Nations International Children’s Emergency Fund
- UNOCHA-** United Nations Office for the Coordination of Humanitarian Affairs
- VACS-**Violence Against Children Survey
- WBS-** Work Breakdown Structure
- WHO-**World Health Organization

## ABSTRACT

Child protection has become one of the key activities by many charitable organizations especially those that are focused on child development. This is because of the growing need of protecting and safeguarding children globally from all forms of abuse which they are exposed to in a disheartening way. Many of such organizations initiate and run child protection programs whose main duties are to ensure children live happy, fulfilled and productive lives as equal development partners as adults. For these programs to be very effective in achieving this goal, there is need for active involvement of all relevant stakeholders from the beginning. This involvement ensures the stakeholders' views are incorporated in decision making, planning, execution and monitoring and evaluation which not only increases transparency and accountability but also enhances learning, ownership and sustainability. However, with all these benefits of stakeholders' participation in the life of a project, it has not been highly emphasized and utilized in most programs and projects. Thus, this study focused on investigating how stakeholders' involvement influence on implementation of child protection programs taking a case of five Compassion International's Projects in Marsabit County. It sought to do this by establishing how stakeholders' involvement in child protection programs' identification, planning, execution, monitoring and evaluation affect their implementation. A descriptive survey design was employed. The study's population was 1422 primary caregivers and 35 members of the Accountability Structure Management Committees from the five Compassion Projects located in Saku Constituency, Marsabit County. A sample of 142 primary caregivers was used which represented 10% of the total population and the stratified random sampling technique as utilized in selecting them. Their responses were collected with the use of semi structured questionnaires. 20 members of the Accountability Structure Management Committee were used as key informants and were selected using purposive sampling technique and were interviewed. To test the validity and reliability of the research instruments, a pilot study was undertaken in a different project. Both quantitative and qualitative research methods were utilized in data analysis. With the assistance of Statistical Packages for Social Sciences (SPSS Version 26), quantitative data was analyzed utilizing descriptive and inferential analysis approaches. Percentages and frequencies were included in the descriptive analysis. In addition, inferential statistics was engaged to analyze data using regression analysis and computation of Spearman's coefficient correlation to show the relationship between stakeholders' involvement on implementation of child protection programs in Saku Constituency in Marsabit County. A multiple regression model was then developed to conform with the equation:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$  using a 95% level of confidence.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Background of the Study**

It is quite well documented in The UN Convention on the Rights of the Child (CRC) that it is an essential right to protect children from all types of violence. The 2030 Agenda on Sustainable Development has in fact included this in several of its targets (WHO, 2017). In its Sustainable Development Goal 16, target 16.2, it calls upon nations to establish mechanisms to stop the abuse, exploitation, and trafficking of children, as well as all types of violence and torture against them. In spite of all these and many more efforts, violence against children has become one of the most challenging problems in the world today. Day in day out, children are exposed to sexual, physical and emotional abuses which hinder their full development and transition into adulthood. Violence touching children is a global human rights issue which affects millions of children almost everywhere in the world. Interpreting this critically, it would mean that the world is slowly becoming inhabitable for children who are becoming increasingly vulnerable to abuses each and every day.

According to Hillis et al (2016), over 1 billion children are believed to be victims of physical, sexual, or emotional abuse each year around the world which affects their health and well-being. They continue to state that globally, out of two children aged between 2 and 17 years, one experiences some form of abuse each year. This portrays a very serious problem which not only affects holistic development of the affected children but also affects socio-economic development of many nations. This is because children are also resourceful agents of development and transformation.

At different stages of their development, children tend to experience various types of violence. On one hand, they may encounter direct experiences where they are subjected to these abuses in their day to day lives. On the other hand, they may experience violence indirectly by witnessing violence at home, in schools as well as in communities where they come from. The consequences of this are dire in terms of creating long term economic, emotional and social effects. UNICEF (2017) clearly explains that the more exposed children are to violence, the likely they are to acquire mental diseases and anxiety problems, as well as engage in risky and corroded behaviors like drug addiction including smoking and taking alcohol and having unsafe

sex. They're also more prone to get cancer, diabetes, or heart disease, as well as infectious infections like HIV. They are also more likely to develop social issues such as academic underachievement, increased involvement in violence, and criminal activity. Petersons et al. (2018) enumerate the economic burden and costs of violence against children globally with a particular interest on the USA, the Pacific and East Asia Regions. According to them, in the USA, approximately US\$ 428 billion is the estimated annual costs of child maltreatment while that of East Asia and the Pacific Region ranges from 1.4% to 2.5% of the region's annual gross domestic product. This clearly shows the extent to which child abuse is expensive both socially, emotionally and economically and therefore concerted efforts are needed to end it.

According to the Global Partnership to End Violence Against Children, (2016) in their strategy to be implemented by 2020, it clearly puts it that to protect children from harm and abuse across the world, it requires everyone working with children to join hands. Governments, UN agencies, international organizations, faith-based organizations, companies, charities, researchers, educators, parents, guardians, and children themselves are among those to get involved in protecting children from abuse and harm. In Africa, the rates of violence against children are also very high. Moody et al, (2018) portray a picture of violence against children in the African Continent. He reports that about 60% and 51% of boys and girls respectively report being abused in Africa with a majority of them being subjected to physical violence. This means that in most parts of Africa on average, 6 out of 10 boys and 5 out of 10 girls are subjected to violence annually which shows a very wanting situation. Further reports indicate that compared with other regions in the world, neglect rates among children is highest in Africa than anywhere else affecting 42% of boys and 39% of girls. All these have long term effects on the children and the nations. To illustrate on the economic costs of children maltreatment in Africa, Fang et al, (2017) in their article on the South Africa's economic impact of violence against children state that in 2017, all forms of child maltreatment in South Africa costed the country about US\$ 13.5 billion which was equivalent to about 4.3 % of its gross domestic product. This shows that child abuse is a serious problem in Africa that requires to be addressed by all means and strategies.

In Kenya, the scenario about child abuse and maltreatment is the same as that of the globe and Africa. Females are more than twice as likely (16%) as males (6%) to have experienced sexual violence as a child, according to the Kenya 2019 Violence Against Children Survey (VACS 2019), while 2 out of 3 females and 1 out of 2 males have experienced physical violence. According to the study, nearly two out of every five males (41.6%) and more than half of females (45.2%) between the ages of 13 and 17 experienced some kind of violence in 2018. It also claims that three out of every ten females (31.9%) and one out of every four boys (26.4%) between the ages of 18 and 24 have been victims of violence in the previous year. This shows a true picture of how massive and troubling violence against children is in Kenya and hence proactive approaches are needed to address the problem.

Even with thousands of policies and legal frameworks in place to protect children's fundamental rights and freedoms on a local, national, and international level, child abuse and exploitation is still happening. One of the crucial legal frameworks on child protection in the world is the Convention on the Rights of the Child (1989) that outlines the fundamental rights of children, including the right to be shielded from economic exploitation, dangerous work, all types of sexual exploitation and abuse, physical or mental abuse, and the right to not be taken away from their families without their consent.

Kenya's Children Act (2022) also stipulates all the rights that children have including right to life, parental care, basic education, social security, religious education, healthcare, a name and nationality, inheritance, to be treated with dignity with or without disability, leisure, recreation and play and privacy. Furthermore, the declaration states that children should be safeguarded from child labor and armed conflict, as well as abuse, exposure to harmful cultural practices, sexual exploitation, drugs, torture, and deprivation of liberty. However, this has not always been the case. It is for this and many other reasons that government and non-government actors and agencies have come up with strategies and programs to protect and end violence against children. These child protection programs have had their successes and failures in ending physical, sexual and emotional abuse among children both locally and globally.

In Kenya, there are a number of Child Focused Charitable Organizations that have established programs meant for child protection. These are mainly local and international NGOs. Key among these organizations are UNICEF, Terre des Hommes (TdH), Compassion International Kenya through partnerships with local churches, Save the Children, Food for the Hungry (FH), ChildFund International, ChildLine Kenya, Plan International, Child Rescue Kenya, World Vision Kenya, AMREF Africa, SOS Children's Villages among many others. These organizations have developed policies and strategies that have been converted into programs and projects meant to protect and address the issues of child abuse. They have established programs and projects all over the country with a majority of them operating in the Northern part of the country especially in Garissa, Isiolo, Marsabit, Wajir and Mandera Counties. Most of these counties are arid and semi-arid areas where communities living in them experience myriads of life challenges such as drought and famine, wars and conflicts among others which the organizations tend to address. Additionally, communities in those areas practice cultural traditions such female genital cut, early child marriage and failure to educate girls which deny them the right to education. These organizations also step in to address some of these backward oriented cultural practices through initiation of intervention programs and projects. In this study, we will focus on what Compassion International through child and youth development projects is doing in addressing child protection issues focusing on five projects in Saku, Marsabit County.

Compassion International is a non-governmental organization that aims at releasing children from poverty in Jesus' name and is currently working in 25 countries worldwide. It started its operations 1952 in Korea by an American preacher, Reverend Everett Swanson who had gone to Korea to minister to the American troops that were fighting in the Korean war. After Reverend Everett saw how children orphaned by the war were suffering, he vowed to support in taking care of them. He began soliciting funds to assist a Korean orphanage and initiated an organization that allowed sponsors from the USA to contribute some small monthly fee to pay for the young ones' medical care, shelter, food, and education that was founded on the Bible and that is how Compassion International was birthed. Compassion is currently serving over 1.8 million newborns, children, and youths, and has collaborated with 6700 churches in 25 countries throughout the world to help alleviate poverty (Compassion, 2017). In



Kenya, to be precise, Compassion International began operations in 1980 and now works with 454 local churches to serve about 133, 585 children and youth (Compassion, 2021).

Poverty, according to Compassion International, is viewed as a lack of basic human necessities, opportunities, and internal assets that prohibit a person from reaching his basic, God-given potential (Compassion 2012). To break this cycle, the organization focuses on holistic development of the children and youths in six major areas: spiritual development, socio-emotional development, cognitive development, physical development, child protection and leadership development. In order to accomplish this, it employs four program approaches: child sponsorship, child survival, leadership development, and complementary interventions (CIVs). It utilizes a partnership model approach to development where it partners with local churches to establish child development projects well known as Child and Youth Development Centres (CYDCs) (Njoroge, 2013). It is from these centres that children, youths and their caregivers (parents and legal guardians) are served in the realization of the six identified holistic child and youth development outcomes.

In Marsabit County, Compassion has partnered with 11 local churches and have established Child and Youth Development Centers (CYDCs) popularly known as Projects spread in the four Constituencies located in the County: Laisamis, Saku, Moyale and North Horr. In this study, we will focus on only 5 of the 11 Projects located in Saku Constituency namely: Africa Independent Church (AIC) Karare Child and Youth Development Centre supporting 293 children and youths, East Africa Pentecostal Church (EAPC) Child and Youth Development Centre supporting 266 children and youths, Presbyterian Church of East Africa (PCEA) Boru Haro Child and Youth Development Centre supporting 331 children and youths, Christ is the Answer Ministries (CITAM) Goro Rukesa Child and Youth Development Centre supporting 271 children and youths and AIC Dirib Gombo Child and Youth Development Centre supporting 261 children and youths (Compassion, 2021). These CYDCs have established many programs including child sponsorship where they pay school fees and buy learning materials to children and youths in schools. They have also established livelihood programs meant for socio-economic empowerment of the children, youths and caregivers (parents and legal guardians).

Additionally, they run a weekly mentorship program where the children and youths meet every Saturday at the church where they are taught on life skills and other lessons. Moreover, they have also established child protection programs that they use to teach children, youths and caregivers on child rights and child protection issues and support in addressing cases of child abuse affecting their programme participants. While doing this, they involve both primary stakeholders who are the direct programme participants of the programs and their caregivers and secondary stakeholders who influence the outcomes of these programs in both direct and indirect manner. These secondary stakeholders include donors and partners, government agencies and community members. This study sought to establish how involvement of primary stakeholders especially primary caregivers (female parents and guardians) and secondary stakeholders (especially Accountability Structure Management (ASM) committee members) in identification, planning, execution, monitoring and evaluation of child protection programs influence on their implementation.

## **1.2. Statement of the Problem**

Child maltreatment is a vice being experienced everywhere in the world with harmful effects on the lives of the affected child long termly (WHO, 2021). It has destructive effects and a widespread variety of social and health problems to a child. Despite the fact that child abuse can be predicted and prevented, it has continued to exist in our communities affecting millions of children. This is perpetuated by so many factors. They include: failing to sensitize children and their caregivers on the rights of a child, victimizing children who have been abused, hiding and not exposing perpetrators of child abuse, the tendencies of the society to keep quiet and watch children being abused day in day out and condoning destructive cultural practices like the female genital cut combined with child early marriage which are subjected to children especially girls. Therefore, this chain of factors plays a vital role in sustaining child abuse all over the world. Additionally, major happenings in the world also expose children to abuse. These include wars and conflicts, natural disasters and pandemics such as Covid-19.

According to UNOCHA (2020), as children remained out of school and many adults lost meaningful jobs owing to the Covid 19 pandemic, there was an upsurge in

emotional, physical, and sexual abuse against children, with incidents of defilement, child labor, and violence having risen exponentially. Since the corona virus pandemic, the Ministry of Health in Kenya has reported 5,000 occurrences of sexual abuse in Kenya, with 70% of the victims being children under the age of 18. This therefore means that Kenya is not exceptional when it comes to matter to do with child abuse. This is why there are many organizations both governmental and non-governmental that have had an input in protection children from intentional and unintentional abuse. This is because ending child abuse and promoting child protection requires a multisectoral approach.

Several studies have been undertaken to find out on the influence stakeholders' involvement on implementation of projects but very little has been done on child protection programs. Nyabera, (2015) was closer to the topic when he conducted an investigation to establish how stakeholders' engagement affect implementation of different projects taking a case of child protection projects in Mwingi Sub County which were supported by Compassion Kenya. His findings indicated that the effectiveness of Compassion International's projects was heavily influenced by stakeholder participation but did not necessarily look at child protection programs in particular. Another study was carried out by Imathiu, (2016) to determine how performance of organizations that are community based supporting OVCs in Samburu Central Sub County was affected by participation of different stakeholders. The researcher's findings concluded that involvement of various stakeholders influences the performance of CBOs supporting vulnerable children. However, the researcher just like Nyabera did not deal with stakeholders' involvement in the implementation of child protection programs.

This research felt the gap and aspired to fill it by examining the influence of Stakeholders' Involvement and Implementation of Child Protection Programs by Charitable Organizations in Kenya taking a Case of 5 Compassion International's Projects in Marsabit County. The study specifically looked at effects of stakeholders' involvement in: programs identification, programs planning, programs execution and programs monitoring and evaluation.

### **1.3. Purpose of the study**

The purpose of this research undertaking was to establish the influence of stakeholders' involvement on implementation of child protection programs in 5 Compassion International's Projects in Marsabit County.

### **1.4. Objectives of the study**

The below stated objectives guided this study:

- i. To find out the influence of stakeholders' involvement in programs identification on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.
- ii. To evaluate the influence of stakeholders' involvement in programs planning on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.
- iii. To establish the influence of stakeholders' involvement in programs execution on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.
- iv. To examine the influence of stakeholders' involvement in programs monitoring and evaluation on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.

### **1.5. The Research questions**

This study was guided by the following research questions:

- i. How does stakeholders' involvement in programs identification influence on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County?
- ii. How does stakeholders' involvement in programs planning influence on implementation of child protection programs Projects supported by 5 Compassion International's Projects in Marsabit County?
- iii. How does stakeholders' involvement in programs execution influence on implementation of child protection programs by Projects supported by 5 Compassion International's Projects in Marsabit County?

- iv. How does stakeholders' involvement in programs monitoring and evaluation influence on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County?

### **1.6. Research Hypothesis**

Successful implementation of child protection programs is directly related to stakeholders' involvement.

#### **Null Hypothesis**

- a) There is no true and significant relationship between stakeholders' involvement and successful implementation of child protection programs.
- b) The relationship between stakeholders' involvement in programs identification and successful implementation of child protection programs is nonexistent in 5 Compassion International's Projects in Marsabit County.
- c) The relationship between stakeholders' involvement in programs planning and successful implementation of child protection programs is nonexistent in 5 Compassion International's Projects in Marsabit County.
- d) The relationship between stakeholders' involvement in programs execution and successful implementation of child protection programs is nonexistent in 5 Compassion International's Projects in Marsabit County.
- e) The relationship between stakeholders' involvement in programs monitoring and evaluation and successful implementation of child protection programs is nonexistent in 5 Compassion International's Projects in Marsabit County.

### **1.7. Significance of the study**

The creation of policies relating to stakeholders' participation in child protection programs was greatly helped by this study. This was by informing developmental actors in the area on the importance of involving relevant stakeholders in the life cycle of those programs through the findings of the study. Additionally, it provided learning lessons to organizations such as International and Local NGOs, FBOs, CBOs and government's agencies that are planning to begin child protection programs and interventions in the future. They will be able to utilize the findings and recommendations to develop strategies for effective stakeholders' engagement in programs management from the formulation to the monitoring and evaluation stages.

Project managers, donors and supporters, researchers as well as consultants in the field of project and programme management in all sustainable development areas will make use of the study's results to formulate and implement project interventions that value stakeholders' involvement from the beginning to the end.

Additionally, it is anticipated that the study's findings will contribute to the body of knowledge in project management in order to improve the sustainability of projects and programs for long-term effects.

### **1.8. Limitations of the study**

The researcher encountered several hindrances which affected the research. First, some of the Child and Youth Development Centres where the study was taking place were located in remote places that experiences on and off conflicts targeting non local residents. To avert this, the researcher worked with 4 research assistants from the Borana tribe who are familiar with the area and who were not targeted in the conflicts. Secondly, the researcher understood that some of the primary caregivers who are the key respondents of the study and the Accountability Structure Management (ASM) members who are key informants in the study were semi-literate or illiterate. To deal with this, the 4 research assistants helped in interpreting the questions to the respondents. They had been trained prior to the research and asked not to influence the responses of the caregivers in any way. Thirdly, the researcher also understood that the study would have been affected by the attitudes of staffs from the CYDCs who would think that it was about exposing them to Compassion International Kenya as to whether they involve their stakeholders in programming. The researcher was very clear to them that though the study would be influential in policies development, it would be for scholarly purposes with the findings never being shared with any party whatsoever.

### **1.9. Delimitation of the study**

The study's scope of coverage was in the 5 Child and Youth Development Centers supported by Compassion International Kenya in Saku Constituency in Marsabit County. The respondents were: the primary caregivers (female parents and guardians) and the members of the Accountability Structure Management (ASM) committee of

the 5 Projects. The ASM committee members are the management team of the Projects that should be involved in all undertakings in the CYDCs. The researcher chose the primary caregivers (female parents and guardians) as the primary respondents as they were the ones involved to a larger extent with the welfare, management and development of the children and youths in the CYDCs more than the male parents as most male parents are far away from home grazing livestock. This meant that the primary caregivers were easier to locate and reach compared to the male caregivers hence the choice of using them for this research. The omission of male caregivers was not out of any biasness whatsoever. The study looked at how the above stated stakeholders influence the successful implementation of Child Protection Programs.

#### **1.10. Assumptions of the study**

All of the identified stakeholders were presumed throughout the entire study to be willing to offer information that was accurate and pertinent to the study's topic. It was also be assumed that all the stakeholders who were given a questionnaire to provide responses would cooperate and submit it back to the researcher aiming at achieving 100% questionnaires return rate.

#### **1.11. Definition of terms to be used in the study**

**Child Protection-** whatever efforts and activities carried out to ensure persons below the age of 18 years are kept away from any harm that may negatively affect their growth and development.

**Child Protection Programs-** these are sets of activities established to safeguard children from any form of harm. In this study they include: Training Caregivers and programme participants on Child Rights, Parental Education on the dangers of female genital mutilation and child forced marriage, provision of Basic needs for Highly Vulnerable Children (HVCs) and Provision of Counseling and Psychosocial support to children and youths at the Child and Youths Development Centres.

**Programs Identification-**this is the process of carrying out a need assessment and identifying a problem affecting children that will be addressed by coming up with a set of interrelated activities.

**Programs Planning-** this is the process of setting up actionable strategies that will be used to address a particular identified problem affecting children.

**Programs Execution-** this is the process of putting the actionable strategies into action so as to ensure that the identified problem affecting children is addressed.

**Programs Monitoring and Evaluation-** this is the process of constantly checking at the execution of the actionable strategies to ensure that everything is on track and that the programs are efficient, effective, impactful and sustainable to the lives of the benefiting children.

**Influence-** this is to have power to control the outcome of the Child Protection Programs.

**Stakeholders' Involvement-** this is the active participation of interested parties in ensuring that Children Protection Programs are initiated and completed on time and that they are beneficial to the targeted children.

**Child and Youth Development Centre-** these are Church based projects that are initiated through a partnership between Compassion International Kenya and local churches meant to develop children and youths in the areas of spiritual, cognitive, physical and socio-emotional domains. They ensure that children and youths are released from all sorts of poverty and are protected from all sorts of child abuse.

### **1.12. Organization of the study**

The five chapters of this study are as follows: chapter one basically covers: background of the study, problem statement, the research objectives and questions, purpose of the study, significance of the study, limitations, delimitations and assumptions of the study as well as definition of terms used in the study.



Next is chapter two which covers literature review where the researcher dug deep into finding out what other researchers who have undertaken past studies in the topic at hand have discovered so as to identify the existing knowledge gaps. The chapter also clearly shows how the four identified independent variables: programs identification, programs planning, programs execution and programs monitoring and evaluation influence on successful implementation of Child Protection Programs. It also shows both the theoretical and conceptual frameworks of the study.

Chapter three covers the methodology of the research, the adopted research design, the target population, and the sampling procedure clearly illustrating how the sample for this study was selected. It also addresses the methodologies to be used to gather data, as well as the data collection tools' validity and reliability. Data analysis, presentation, and interpretation of findings are covered under Chapter 4 based on background information and the four variables under investigation namely stakeholders' engagement in: program identification, planning, execution, and monitoring and evaluation. The fifth chapter provides the a summary of study's findings, a discussion of the same, conclusions and recommendations that were made, as well as the recommendations for future research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

The researcher dug deep into finding out what other researchers have said about the topic of the study with the aim of connecting this study with past studies of similar nature. It also identified gaps that need to be filled so as to contribute to the growth of the knowledge's body in so far as the study's topic is concerned. The researcher also identified relevant theories that relate well with the topic of the study and provided both the study's conceptual and the theoretical frameworks.

#### **2.2. Implementation of Child Protection Programs**

According to PMBOK Guide (2017), a program can be understood to mean a collection of connected projects, supportive programs, and activities that are in a well coordinated manner managed to provide benefits that would not be possible if they were managed separately. As a result, a program could be a collection of connected actions carried out in a well-coordinated manner to address a certain need or issue. Whether you are referring to a program or a project, both follow the same principles of project management. They all follow the project management cycle: from programming, identification, appraisal, financing, implementation and evaluation. For any program or project to be entirely successful, all the stages must be completed satisfactorily. The successful completion of the implementation phase is very significant in the life of a project or a program as it determines whether it was impactful and whether it will be sustainable. That is why a lot of emphasis is laid on a project's implementation stage where constant monitoring and reviews are done so as to ensure the project is on track.

Many scholars have come up with measures that can be used to indicate successful implementation of projects. Eskander, (2021) in her article on 6 ways of measuring project's success highlighted on the six items that can be used to indicate the successful implementation of any project. They are: being able to meet the scope of the project and meeting goals and objectives, delivering results as scheduled, delivering the project within its budget, having team satisfaction throughout the project, achieving customer satisfaction where all stakeholders felt satisfied and

offering quality work that exceeds expectations. This is what success would mean in all projects and programs including child protection programs.

Save the Children (2015) established a number of international child safety initiatives and services. They included many sessions on parenting training, child abuse prevention and early intervention courses, family counseling and home visits, case management and preventive assistance for children known to be at risk, child centred social protection programs, reunion and reintegration of various categories of children back to the society. Others included removal of children from child welfare homes who were reinstated back the communities they came from, provision of response support such as child's best interest determination, case management and follow-ups, as well as establishment of livelihood projects for income generation at the household levels. It is in their desire for the successful implementation of all these programs so as to benefit the more than 197 million children they support globally (Save the Children, 2020).

In 2020, UNICEF in its efforts to assist those who were adversely affected by corona virus, it established child protection programmes in more than 104 countries worldwide reaching over 1.8 billion children (UNICEF, 2020). Violence prevention programs for parents and caregivers reached almost 2.6 million parents and caregivers. Health, social work, justice, and law enforcement organizations reached out to about 4.2 million boys and girls who had experienced violence. In 84 countries, gender-based violence risk mitigation, prevention, or response interventions were given to about 17.8 million women, girls, and boys. A total of 47.2 million children, teenagers, parents, and caregivers sought mental health and psychosocial support (MHPSS), which included specialized community sensitization and awareness programs (UNICEF, 2020). The successful implementation of all these programs were as a result of incorporating as many stakeholders as possible which really shows the impacts that stakeholders' involvement has on successful implementation of child protection programs just like other projects and programs. It should therefore be the desire of every actor planning to initiate programs meant to protect children from abuse to develop a clear and well thought-out stakeholders' mapping and engagement strategy.

### **2.3. Stakeholders' Involvement on the Implementation of Child Protection Programs**

The researcher looked at related literature on how the engagement of stakeholders in Programs identification, planning, execution and monitoring and evaluation influence on implementation of Child Protection Programs.

#### **2.3.1. Stakeholders' Involvement in Programs Identification on the Implementation of Child Protection Programs**

A project's stakeholders, according to Magassouba, et al (2019), are interested parties such as people, groups and agencies that are actively involved in its operations and have vested interests in its execution and completion, as well as the ability to affect its aims and outcomes. Stakeholders always stand to benefit from the project's outcome. Project Management for Development (PM4Dev, 2020) asserts that involvement of stakeholders in a project or program entails having a shared understanding and participation in its decision making process. It also leads to the empowerment of these stakeholders and ensures that they take and own up the project or program in totality. It is therefore very critical to involve the stakeholders of a program early enough so as to make them a dependable part of it from the initial stages of its development.

The Capacity Building Center for States in a study in 2018 claimed that involving stakeholders in problem recognition, continuous strategic planning, implementation, monitoring, and reporting initiatives is critical for child development organizations to achieve their goals and improve the well-being children, youths and the households they come from. This therefore implies that child development organizations that begin programs meant to protect the welfare of children require to actively involve their stakeholders from the beginning. Therefore, since child protection programs also follow the precepts of project management cycle, they are not left behind in requiring the promotion of stakeholders' involvement for their greater success. In fact, Bal, Bryde, Fearon and Ochieng, (2013) assert that in any sustainable development plan, stakeholders' involvement requires to be treated as a core element for greater success.

During program identification stage, analysis of the identified problem takes place. This means that involving the primary and secondary stakeholders gives them an

opportunity to be heard and their concerns to be acknowledged (PM4Dev, 2020). Stakeholders' involvement ensures that program plans are in line with the real needs and priorities as identified by the stakeholders. This increases their levels of trust and commitment to the project or program and works towards its successful completion and sustainability.

The relevance of stakeholders' involvement in program identification cannot be ruled out in child protection programs. In order for these programs to be effective in solving the issues of child abuse and maltreatment, stakeholders such as the parents, the children and youths themselves, officials of the agencies implementing the programs as well as government officials directly dealing with the welfare of children and youths need to be involved through a partnership approach in the formulation stage. FAO, (2016) clearly states that stakeholders' involvement in the need assessment, problem identification, project formulation and development of alternative courses of action is of paramount necessity in the establishment and successful completion of the project.

In his community-based participatory research (CBPR) on environmental issues, Wilson (2019) noticed that the significance of community engagement in health and environmental concerns was growing. During the early stages of a project, he said, it was critical to include community stakeholders. This was due to it improving the stakeholders' capacity and ability to identify problems, take part in making decisions and convert the identified problems into actionable solutions. PM4Dev, (2020) sums it up by stating that stakeholders' involvement from the initial stages of the life of the project significantly increases their support of the project. This becomes a relevant driving force to the ownership and commitment of the stakeholders who even become ready to support the project with their resources especially time, money and efforts.

In Child and Youth Development Centres (CYDC) that are supported by Compassion International Kenya, various stakeholders are engaged with the aim of achieving holistic child and youth development. Key among them are the children and youths who are the primary programme participants of the projects whose survival, protection, developmental and participation rights are fought for. This means that since the projects run programs meant for their benefit, it is needful for them to be

involved from the needs assessment and program formulation so that their views and opinions can be incorporated in the plans for those programs. Another key group of stakeholders in the Centres are the caregivers. These are parents and legal guardians of the children and youths. Their voices are quite important in the programs formulation as all the activities carried out in the Centres are geared towards to advancing the betterment of their children and youths.

Thirdly, these Centres are governed by a committee made up of community members. This committee is known as the Accountability Structure Management (ASM) Committee and is made up of seven members comprising of: the church priest who is the patron of the project, three executive members who are drawn from the church congregation, two parents representatives where one is a male to represent male caregivers and one is a female to represent female caregivers and one youth to represent the youths and children. Since they are the key decision makers in the centres, their views are also very paramount in determining what programs meant for the protection of the children and youths are formulated. Additionally, the centres work hand in hand with other developmental actors in formulating child protection programs. Most significant of these actors are the Children and Social Development Officers working in the Children and Social Development Departments in the Ministry of Labour and Social Protection.

### **2.3.2. Stakeholders' Involvement in Programs Planning on the Implementation of Child Protection Programs**

The program planning stage is the most important since making the appropriate decisions is vital to the program's success. The program's goals are set and fine-tuned. To accomplish those goals, the optimal course of action is chosen. Allowing a program's team to move on and accomplish what they believe is essential as a substitute to planning is a recipe for catastrophe (PM4NGOs, 2019). It continues to explain that expectations, approaches, and goals will be aligned in a program plan, and the program will run much more smoothly. The program also emerges with well-defined activity plans and budgets at this point.

Therefore, stakeholders' involvement in programs planning is of utmost necessity and cannot be ignored owing to the benefits that come with it. A program's overarching development goal is created during the planning stage, and it is then broken down into concrete, quantifiable, attainable, realistic, and time-bound objectives, which identify the actions to be taken in order to achieve the goal and the objectives (PM4NGOs, 2019). Also, a resource mobilization plan and a monitoring and evaluation plan are developed at this stage that will aid in the implementation of the program. Allocation of duties to the various stakeholders of the program is also carried out at this stage. This is affirmed by Cheng, Shimiao, and Danfeng (2010) who stated that actions to be undertaken are specified, anticipated results are prescribed, as well as strategies for accomplishing activities are devised during the project planning stage. Major tasks are also outlined, as well as a time estimate and required resources, as well as a strategy for monitoring, review, control, and evaluation. This is true for all programs and efforts aimed at bringing about beneficial social change. Capacity Building Center for States, (2018) argue that agencies working for the promotion of a child's welfare are required to engage stakeholders regularly so as to make their contribution on strategic planning. They go on to say that this is very important in establishing long-lasting relationships that will be crucial to the accomplishment of projects and programs at hand.

According to Matu, Kyalo, Mbugua, and Mulwa (2020), various actors playing diverse roles and responsibilities should be included as stakeholders during the planning stage of the project cycle. They found that stakeholder involvement in project planning is necessary for successfully completing urban road transport infrastructure projects and that it has an impact on the objectives, tasks, and resource allocation of the project, which in turn has an impact on the success and performance of the project. The likelihood that the project will achieve its objectives is decreased when inadequate planning takes place. Harold (2016) echoed the same when he stated that stakeholder participation in planning helps them understand how to organize, develop project milestones, scope statements, assign roles to the project team, identify deliverables, create the work plans and activity schedules, estimate the necessary resources for carrying out all activities, develop schedules, estimate time and cost for activities, risk plan, and get formal approvals. Insufficient stakeholder involvement impedes programme participants' engagement and their capacity to affect project

outcomes diminishes, resulting in dismal achievement and performance (Orimba, Mungai and Awiti, 2018).

Going by the findings of past studies on the roles of stakeholders' involvement in project planning, it has been literally shown that stakeholders participation in planning of projects and programs is positively correlated with their effectiveness. Therefore, it was imperative to find out if the same applies in Child Protection Programs established by 5 Compassion International's Projects in Marsabit County. This aimed at developing suggestions as to how to increase stakeholders' involvement and engagement in these projects as they are implementing child protection activities for better results and greater impacts on the lives of the children and youths.

### **2.3.3. Stakeholders' Involvement in Programs Execution on the Implementation of Child Protection Programs**

Execution phase in the project management cycle involves coordinating people and all the required resources to put the plan developed in the planning phase into action and make the project idea to happen (PM4NGOs, 2019). They clearly show what happens in the execution phase of a project or program: procurement and deployment of resources including personnel, carrying out all the stipulated activities and delivering results, effective management of inputs and outputs, monitoring and reviewing progress, management of any significant risks, revising operational plans where necessary in light with the experience and reporting on progress. Njogu, (2014) states that at the execution phase of a program, stakeholder involvement is key in changing the planned objectives and policies into well arraigned activities, resource allocation and utilization, carrying out tasks effectively and efficiently and coordinating affairs for the accomplishment of the goals of the program.

Stakeholders involvement in project execution greatly influences its successful completion and sustainability. This is supported by Nyabera (2015), who found that the effectiveness of the implementation of Compassion International projects is significantly influenced by stakeholders' participation in his study on those projects in Mwingi Sub County. In her study on the impact of stakeholders' involvement in the execution of roads development projects in Bondo Sub County, Mandala (2018)



echoes these same sentiments and concluded that stakeholders' involvement significantly affected the performance of roads construction projects. According to Medrano and Tabben-Toussaint (2012), child protection programs require a multidisciplinary and multisectoral approach in their implementation for them to be effective in promoting the rights of children. This implies that a number of sectors, actors and stakeholders are needed for them to be executed in a manner to realize the goals they were created for. They assert that child protection initiatives that depend on close partnership among various stakeholders including the children themselves significantly strengthens the children's capacity to protect themselves from abuse. Additionally, they argue that when different stakeholders join hands, they are able to carry out well thought out plans meant to protect children from all forms of harm.

According to a study by Orimba, Mungai, and Awiti (2018) on Stakeholder Participation in the Project Cycle and Performance of the End Child Marriage Project in Homa Bay County, Kenya, projects designed to end child marriage perform significantly better when stakeholders are involved in project implementation. This suggests that incorporating stakeholders in other child protection projects and programs would have a similar impact on their execution, completion, and sustainability, and a focus on the same is necessary.

#### **2.3.4. Stakeholders' Involvement in Programs Monitoring and Evaluation on the Implementation of Child Protection Programs**

Effective project management involves routine and continuous monitoring as well as ongoing reviews and evaluation (PM4NGOs, 2019). They go on to say that evaluation is the process of illuminating a project in order to see what needs to be improved, expanded, or replicated. Intrac, (2017) recommends for participatory monitoring to be adopted in projects and programs so that they can effectively meet their objectives. Different stakeholders are included in monitoring and evaluation procedures using participatory monitoring and evaluation. Participatory Monitoring and Evaluation is commonly understood to mean the participation of individuals, groups, or communities who are specifically targeted in checking at the advancement of the project and taking corrective measures to ensure the project is completed successful, creates impacts and is sustainable (Intrac, 2017).

Monitoring determines if the project is on course or has swerved off course, with the goal of determining whether the project and its activities are effective and how strategies should be adjusted to achieve the best potential results. This therefore implies that it is necessary at the beginning for the project implementation teams to come up with monitoring indicators that they will use to measure progress in the execution of the project. This requires the input of all the involved stakeholders and it aims at improving the efficiency and effectiveness of a project or program (FAO, 2016).

Nyabera (2015) found out that there was a strong correlation of stakeholder's participation with project implementation. Ondieki (2016) also pointed out that in monitoring and evaluation process in the life of a project or program, stakeholders assist in making continuous observations, gathering information, analysis and documentation and making the necessary adjustments required for the goals and objectives of the program to be attained in totality. Orimba, Mungai, and Awiti (2018) came to the conclusion that increasing stakeholder participation in project monitoring and evaluation would improve the performance of projects meant to end child marriage in Homa Bay County. They found a moderate positive association between stakeholders' participation in monitoring and assessment and the success of the early child marriage programs. Participatory monitoring offers the added benefit of fostering closer ties between the project and its stakeholders. With the aforementioned advantages and the requirement for participatory project and program monitoring and evaluation in community development, this study will try to establish if there really exists a connection between stakeholders' involvement in monitoring and evaluation and successful implementation and completion of child protection programs in Kenya taking a case of 5 Compassion International's Projects in Marsabit County.

## **2.4. Theoretical Framework**

This study was founded on the shown below theories:

### **2.4.1. The Social Learning Theory**

This theory was developed in 1977 by Albert Bandura. In 1961, he conducted a popularly known Bobo Doll Experiment whose findings formed the basis of this theory. In the experiment, a group of children were put in a room where they observed

an adult play with a Bobo Doll and the adult was very aggressive on the doll. Later, the children were given the doll to play with it and they imitated the behavior of the adult and became aggressive towards it. He therefore observed and concluded that people in a social setting especially children learn by their interactions and relationships with others. He added that children observe the behaviour of others and with time, they assimilate and imitate such behaviour. Bandura added that imitation of behavior entails the repeated performance of the same observed motor activity throughout time (Nabavi, 2014).

This theory is one of the most significant theories of learning and development especially on cognitive development. It clearly illustrates that people learn from one another through what Bandura referred to as observational learning. Observational learning has no age limit and can be applied by any individual at any given age. Bandura continued to add that people being observed are referred to as models and the process is called modeling. For example, in the case of children, models can be parents, older children especially siblings, teachers, pastors and celebrities. Bandura mentioned also that the modeling process goes through four main steps or stages as explained below.

The first stage of observational learning or modelling is known as the **attention** stage. According to Bandura, this is where the learner pays keen attention to the behaviours of the model, taking note of each and every move attentively. The second stage is known as **retention** where the learner/observe then ‘stores’ what he or she is observing from the model at the back of his or her mind. He or she may start rehearsing the behaviour slowly by slowly so as not to forget. The third stage is known as **reproduction** where the learner now feels the urge to replicate the observed behaviour. He or she starts to behave like the model. The learner perfects the art of replicating the behaviour through continuous repetition. The last stage is called **motivation**. In this stage, the learner receives a reinforcement in the form of a reward for imitating and replicating a good behaviour so as to encourage the person to adopt the behaviour and punishment to discourage replication of a bad behaviour so as to completely forget it and discourage the adoption of that unwanted behaviour.

This theory was of great significance to this study which was investigating on the influence of stakeholders' participation on the implementation of child protection programs. The major stakeholders in this case are children and youths and the primary caregivers (female parents and guardians) who are the primary programme participants of these Compassion International's Projects who benefit from the child protection programs meant to advance their fundamental rights. By them being involved significantly from the start to the end of these programs, it means they will be learning with the sole aim of helping them acquire the information, knowledge and skills to protect themselves from abuse. Therefore, they will be learning through observation, they will be keeping key attention to what they are learning, they will be retaining the information, they will then be reproducing this by being at the frontline in protecting themselves and their children from abuse. Additionally, by applying what they will have learnt from being part and parcel of the child protection programs from their identification to their planning, execution and monitoring and evaluation, they will be able to impart to the public the value of safeguarding children and youths from abuse for them to live fulfilling and productive lives.

#### **2.4.2. Empowerment Theory**

Rosabeth Kanter advanced this theory in 1993. She claimed that empowerment is important in organizations because it provides people with access to knowledge, resources, and support as well as the chance to grow and improve. She added that when individuals in an organization feel emotionally empowered, they get that feeling of competence, autonomy, a sense of meaningfulness and a sense of belonging as they feel they are able to influence the organization. This makes them to be more committed, highly accountable, work better and effectively play their roles.

This theory was also very applicable in this study which was focusing on establishing the connection between stakeholders' involvement on the implementation of child protection programs in Kenya taking a case of 5 Compassion International's Projects in Saku Constituency, Marsabit County. This is because, once the primary stakeholders of the Projects who are the children, youths and caregivers are deliberately and intentionally involved from the conceptualization to the monitoring and evaluation stages of the programs, they will be equipped with information, they

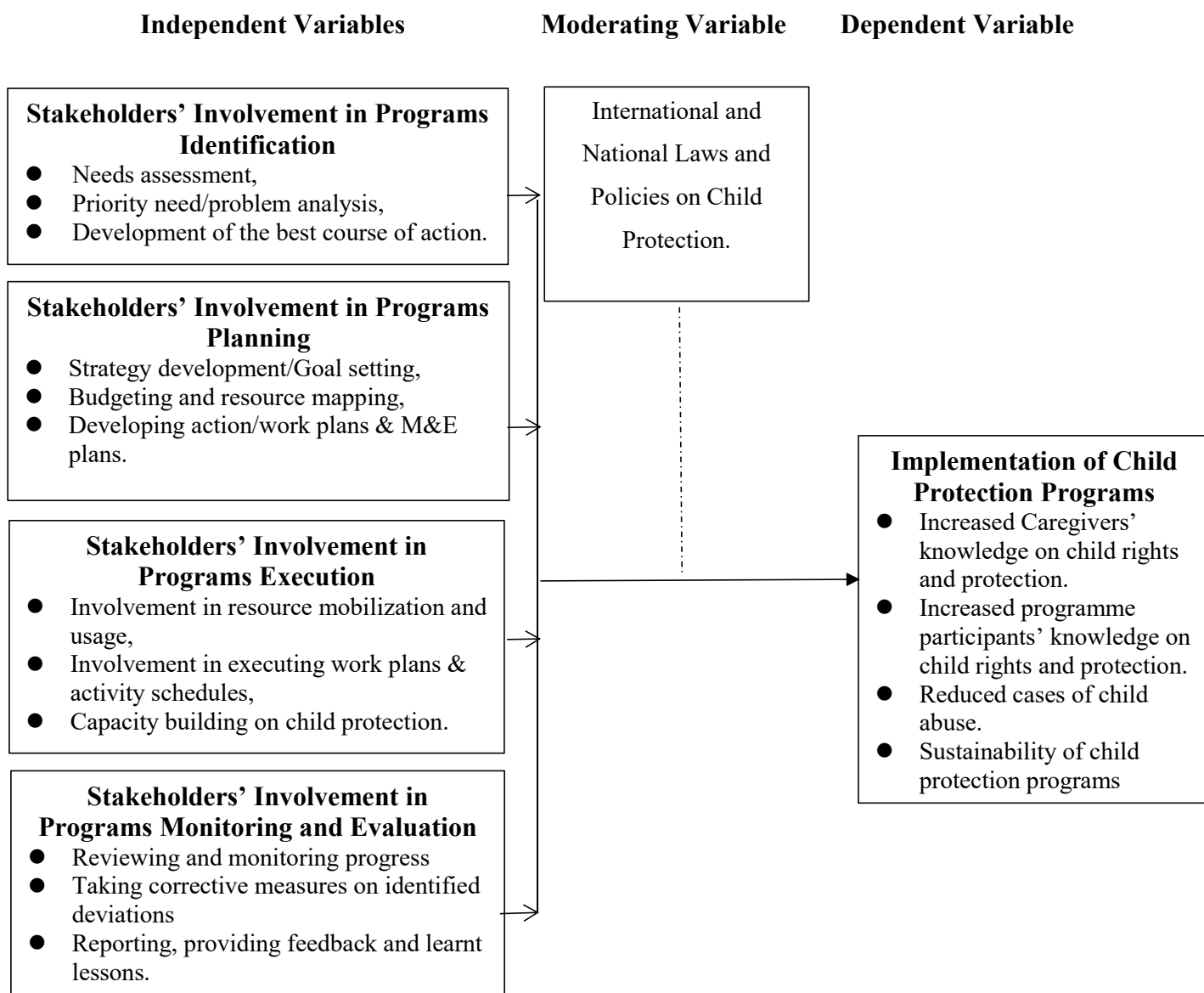
will have access to resources and other sorts of support and this way, their self-confidence, esteem and ability to fight for their rights will be enhanced and making them to work in a committed manner to ensure they own up these programs and that they are successfully implemented.

## **2.5. Conceptual Framework**

According to Adom et al. (2018), a conceptual framework in research is a structure that most accurately captures the natural progression of the event being studied. It is a description of the researcher's approach to tackling the research topic. The conceptual framework offers a comprehensive solution to an issue. It is logically arranged to help in the formation of a picture or visual representation of how the ideas in a study relate to one another, according to Ravich et al. (2016), who supported this claim. With the framework, the researcher can more easily define and explain the concepts in the problem of the study.

In this study focusing on establishing how stakeholders' involvement influence on the implementation of child protection programs, the independent variable is stakeholders' involvement whereas the dependable variable is implementation of child protection programs. This therefore implies that for successful implementation of child protection programs, there is need for stakeholders' involvement from the programs' identification, planning, execution, monitoring and evaluation stages. Increased stakeholders' involvement in all the four stages of programs interventions increases the chances of their successful implementation and vice versa.

Figure 2.1. shows how the variables in this proposed study are interrelated:



**Figure 2.1. Conceptual Framework**

## 2.6. Research Gaps

According to the aforementioned review of the literature, numerous studies have been conducted on the impacts of stakeholder involvement on the execution of projects across a variety of sectors and industries, including road construction projects, NEMA emissions control projects, OVC projects, and transport infrastructure projects, among others. It is evident that very little research has been undertaken on child protection programs established by child focused organizations. This study will therefore fill that knowledge gap prompting other researchers to carry out researches of similar nature in the future. The table 2.1. show those gaps as identified by the researcher:

<b>Variables</b>	<b>Author</b>	<b>Title of the study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Gaps in knowledge</b>	<b>How this study filled the gaps</b>
<u>Independent variable</u> Stakeholders' participation  <u>Dependent variable</u> Implementation of Projects	Nyabera (2015)	Influence of Stakeholder Participation On Implementation of Projects in Kenya: A Case Of Compassion International Assisted Projects in Mwingi Sub-County.	Descriptive research design	The effectiveness of Compassion International's projects is heavily influenced by stakeholder participation.	Did not focus on child protection programs run by the Projects	This study focused on child protection programs in Marsabit County
<u>Independent variable</u> Stakeholders' involvement  <u>Dependent variable</u> Performance of CBOs implementing OVCs Projects	Imathiu (2016)	Influence of Stakeholders Involvement on Performance of Community Based Organizations on Implementation of Orphaned and Vulnerable Children Projects in Samburu Central Sub-County, Kenya.	Descriptive survey research design	Involvement of various stakeholders influence the performance of CBOs supporting vulnerable children in Samburu Central sub-county	Focused on OVC projects by CBOs and not specifically child protection programs	This study focused on child protection programs in Marsabit County
<u>Independent Variable</u> Stakeholders' Participation  <u>Dependent Variable</u> Performance of Charitable Children's Institutions	Nyang'au (2018)	Influence of Stakeholders' Participation on Performance of Charitable Children's Institutions in Kisumu East Sub County, Kisumu County, Kenya.	Descriptive survey research design	Stakeholders' participation in decision making, financial allocation, planning, monitoring and evaluation enhances the performance of charitable children's institutions in Kisumu East Sub County.	Focused on the overall performance of charitable children institutions and not on child protection programs	This study focused on establishing how stakeholders' involvement enhance implementation of child protection programs

**Table 2.1. Research Gaps**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter shows the methodology that was used in the research undertaking specifically illustrating: the research design, the target population, sample size and sampling procedure, research instruments, validity and reliability of research instruments, data collection procedures data analysis techniques, operational definition of variables and ethical considerations in the study.

#### **3.2. Research Design**

Based on Gakuu, Kidombo and Keiyoro, (2016), a research design can be viewed to be an organized plan to study a scientific problem. According to them, the approach substantially encompasses the many study components in a logical and coherent manner and includes a plan for data collection, measurement, and analysis. Both quantitative and qualitative data were gathered for this study using a case study research methodology and a descriptive survey research design. This design was chosen as it allowed the phenomenon under study to be studied in a completely natural manner as the respondents were engaged from their natural environments. This means that accurate, detailed and comprehensive data was collected.

Additionally, the descriptive research design was preferred since it permitted the collection of rich qualitative and quantitative data on the influence of stakeholders' involvement on implementation of child protection programs carried out by Compassion International Kenya's assisted Child and Youth Development Centres popularly known as Projects in Saku Constituency of Marsabit County through administering questionnaires and interviewing a number of individuals that acted as the study sample.

#### **3.3. Target Population**

Gakuu, Kidombo and Keiyoro, (2016), define a population or universe as the entire collection of relevant elements of analysis. Every particular item or component in any area of inquiry is included. In this study, the stakeholders that were the study's target population were: 1422 primary caregivers (female parents and guardians). Each of the



5 Child and Youth Development Centres should have an Accountability Structure Management (ASM) committee composed of at least 7 members namely: The Pastor of the church who is the Centre's Patron, 3 Executive members namely the Chairperson, Treasurer and Secretary, 2 Parents Representatives where 1 is a male to represent male caregivers and 1 is a female to represent female caregivers, 1 youths' representative and 1 member. This gives a total of 35 Accountability Structure Management (ASM) committee members from all the 5 Child and Youth Development Centres (CYDCs) supported by Compassion International Kenya in Saku Constituency, Marsabit County who were also part of the target population. This is because they are key stakeholders as they are the leaders, managers and decision makers who should always be involved in all matters and programs of the Centres by the staff.

The primary caregivers were the key target population who provided information by answering a semi-structured questionnaire while the ASM committee members were the key informants and were interviewed. Table 3.1 displays their distribution:

**Table 3.1. Target Population of the study**

<b>CHILD AND YOUTH DEVELOPMENT CENTRE</b>	<b>TARGET POPULATION</b>	
	<b>Primary Caregivers (Female Parents and Guardians)</b>	<b>Accountability Structure Management (ASM) Committee Members</b>
KE0248 PCEA Boru Haro CYDC	331	7
KE0250 AIC Karare CYDC	293	7
KE0252 EAPC Marsabit CYDC	266	7
KE0278 CITAM Goro Rukesa CYDC	271	7
KE0279 AIC Dirib Gombo CYDC	261	7
<b>TOTAL</b>	<b>1422</b>	<b>35</b>

Source: Compassion, 2021

### **3.4. Sample Size and Sampling Procedure**

Gakuu, Kidombo and Keiyoro, (2016), gives the definition of a sample as a small collection of items in a research undertaking from which data is gathered. This group

of a few items are selected to represent the population or the universe as it is quite difficult to study each and every item in a population. A researcher should always be interested in selecting a good sample size from which he or she can gather enough data to make good inferences and conclusions about the population.

### 3.4.1. Sample Size

According to Bullen (2021), an ideal maximum sample size in any research activity is 10% as long as the number of units is not more than 1000. She also argued that a minimum sample size should be 100 and whenever a population is less than 100, then a researcher should use all of them as respondents. This is in line with Mugenda and Mugenda (2013) who asserted that a sample size of 10% to 30% of the population at large is appropriate for producing a reasonably accurate outcome in research.

Based on this justification, the sample size of caregivers, the study's target population, was 10% of the overall population, or 1422 people. This means that the sample size was 142 primary caregivers. This was obtained by calculating 10% of the total primary caregivers from each of the 5 Centres. For the Accountability Structure Management (ASM) committee members, 4 out of 7 of them were interviewed from each of the 5 CYDCs. These 4 comprised of: The Patron, 1 member of the executive members, 1 parent representative (in this case, the female parents' representative) and 1 youths' representative. This gave a total of 20 ASM members. Table 3.2 clearly shows the size of the study's sample:

**Table 3.2. Sample Size**

<b>CHILD AND YOUTH DEVELOPMENT CENTRE (CYDC)</b>	<b>TARGET POPULATION</b>		<b>SAMPLE SIZE</b>	
	<b>Primary Caregivers</b>	<b>Accountability Structure Management (ASM) Committee Members</b>	<b>Primary Caregivers (10% of the Population)</b>	<b>Accountability Structure Management (ASM) Committee Members</b>
KE0248 PCEA Boru Haro CYDC	331	7	33	4
KE0250 AIC Karare CYDC	293	7	29	4
KE0252 EAPC Marsabit CYDC	266	7	27	4

KE0278 CITAM Goro Rukesa CYDC	271	7	27	4
KE0279 AIC Dirib Gombo CYDC	261	7	26	4
<b>TOTAL</b>	<b>1422</b>	<b>35</b>	<b>142</b>	<b>20</b>

Consequently, 142 participants were selected as the sample for this study from the 5 Child and Youth Development Centres supported by Compassion International Kenya in Saku Constituency of Marsabit County.

### 3.4.2. Sampling Procedure

To select the 20 members of the Accountability Structure Management (ASM) committee who were the key informants in this study, the deliberate/purposive sampling technique was utilized. From each of the 5 CYDCs, 4 ASM members were selected comprising of: The Patron, 1 member of the executive members, 1 parent representative who is the female parents' representative and 1 youths' representative. To select the 142 primary caregivers, stratified random sampling technique was applied in order to get a sample that was representative enough.

From each Centre, the researcher asked for the entire sampling frame which contained all the names of the primary caregivers. With the assistance of staffs from each of the 5 Centres, the researcher grouped all the primary caregivers according to the villages they come from to get different strata. He then divided the sample size from each Centre with the strata found and got the number of caregivers to be selected from each stratum. The caregivers from each strata were chosen using a simple random selection procedure.

### 3. 5. Research Instruments

Primary data and secondary data are the two forms of data used in research. Primary data refers to the unprocessed information collected from the field. Among the techniques used to gather data are interview guides, questionnaires, observation guides, and focus group discussions.

Semi structured questionnaires containing both structured and unstructured questions were employed in this study. These questionnaires were preferred for data collection

because of them being economical in so far as finances, time and efforts are concerned. Structured questions were used as they are easy to fill, and that they conserve time, energy and money and can be analyzed easily. On the other hand, unstructured questions were also constructed to enable respondents to provide deeper and in depth information as they had the freedom to provide as much information about the topic as they could. The questionnaire was structured to collect data on the 4 independent variables: stakeholders' involvement in programs identification, stakeholders' involvement in programs planning, stakeholders' involvement in programs execution and stakeholders' involvement in programs monitoring and evaluation. It also collected data on the dependent variable by allowing respondents to respond to 4 specific aspects that will measure implementation of child protection programs. The questionnaire had 6 sections.

Section A collected demographic and general information about the primary caregivers as stakeholders in the CYDCs. Section B collected data on stakeholders' involvement in programs identification. Section C collected data on stakeholders' involvement in programs planning. Section D gathered data on stakeholders' involvement in programs execution and Section E collected data on stakeholders' involvement in programs monitoring and evaluation. Lastly, Section F collected data on identified and specific aspects used to measure implementation of child protection programs.

An unstructured interview guide was employed as the study's other research tool. This allowed respondents to freely express themselves without restriction, allowing the researcher to collect supplemental data that would otherwise be impossible to obtain. With the aid of the interview guides, the respondents were able to ask the researcher any questions they could be having concerning the study during personal interviews, at the same time helping the researcher to elicit additional information through probing. The researcher produced 20 interview guides for the members of the Accountability Structure Management (ASM) committee.

In terms of scales, the study made use of both nominal and Likert scales. Respondents demographic information was collected using a nominal scale whereas responses on the study's four independent variables were mainly collected using the Likert scale as

it enabled collection of quality data that could be analyzed and interpreted easily. The 20 members of the Accountability Structure Management committee at the Child and Youth Development Centres supported by Compassion International Kenya in Saku Constituency acted as the key informants in this study. Therefore, to get data from them, well structured interview guides were used.. The researcher worked with 4 research assistants who were members of the local community of the research location. They administered the questionnaires and interviewed the key informants. They were also instrumental in translating the questions found in the questionnaires to the primary caregivers as some of them were semi illiterate or entirely illiterate.

### **3. 5.1. Pilot Study**

To check on the validity and reliability of the data gathering instruments, a pilot study was undertaken. This entailed the utilization of 14 respondents representing ten percent of the 142 participants who were the study's sample. The pilot study was undertaken at Anglican Church of Kenya Maikona Child and Youth Development Centre which is located in North Horr Constituency, Marsabit County. The primary caregivers in this CYDC are distributed in 14 villages (manyattas) namely: Boji, Bas Balesa, Luka Dima, Ilmangura, Dadacha, Guyo Roba, St Marys, Gamura, Diba Okotu, Katello Demo, Molu Gocha, Oromo Galla, Bule Sora and Barambate. From each of the 14 villages, a questionnaire was distributed to 1 primary caregiver who was given 1 week to respond and their responses were used to affirm the validity and reliability of the questionnaire. A research assistant helped in the distribution and assisted the caregivers to respond. At the same time, 3 members of the Accountability Structure Management (ASM) committees from the CYDC were also interviewed using the developed interview guide to check on its appropriateness.

### **3. 5.2. Validity of the Instruments**

Kothari (2004) states that a research instrument's validity means the degree to which it captures what it was intended to capture. He continues by stating that there are three different sorts of validity: criterion-related, construct, and content validity. Only the construct validity and content of the research instruments were evaluated in this study. The instrument's wide and suitable coverage of the research question is evaluated for content validity, as is the extent to which the sample is sufficiently representative of

the general population (Kothari, 2004). The researcher requested the help of the research supervisor to examine the content validity, and the supervisor, who is an expert in the field of research, recommended that the questionnaires and interview guides complied with this requirement and that the sample size was adequate. Construct validity, on the other hand, refers to how well a research instrument measures the phenomena under investigation and how well the results correlate with those of other researchers who have researched on the same subject (Kothari, 2004). Again the way the research instruments are constructed is of very great importance in determining their construct validity. The researcher was advised by the supervisor that his instruments met the construct validity criterion.

### **3. 5.3. Reliability of the Instruments**

Kothari (2004) explains that a research instrument's reliability portrays its ability to produce accurate, precise and consistent data during a measurement procedure. The same is echoed by Mugenda and Mugenda (2013) who concluded that reliability is the extent to which a research equipment produces repeatable, accurate outcomes or data.. The reliability of the research instruments was examined for this study using the pilot study that was conducted, and this was done by computing the Cronbach co-efficient Alpha, which has a range of 0-1. Gakuu, Kidombo and Keiyoro, (2016), argue that just like in a correlation coefficient, the nearer the Cronbach co-efficient Alpha is to one, the greater the reliability extent of the instrument. In this case, the precisely calculated Cronbach co-efficient Alpha was 0.72 hence the research instruments were accepted as okay to be used in the study.

### **3. 6. Data Collection Procedures**

So as to begin data collection, it was necessary for the researcher to first obtain a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) in the Ministry of Education, Science and Technology which was done. Collection of data was mainly through administering questionnaires and interviewing respondents. Four assistants helped the researcher arrange the entire data gathering process to ensure that it was completed quickly and effectively. The research assistants were well trained on how to interview, on ethical standards in research and how to administer questionnaires and collect them after end of the

responding period. The participants were first given a letter explaining what the research was about so as to seek their consent so that they could voluntarily participate in the study. The research assistants helped the participants to comprehend the content of the letter seeking their consent.

Questionnaires were delivered by hand and follow up through phone calls and physical visits to the respondents was carried out with the aim of having 100% questionnaires return rate. Each of the research assistants was given a copy of the research permit, which they were showing to all respondents, as well as to any interested persons or authorities, as and when requested.

### **3. 7. Data Analysis and Presentation**

Completeness and consistency of the questionnaires were checked before processing the results. The respondents' responses were coded based on their location. Supported by Statistical Packages for Social Sciences (SPSS Version 26), quantitative data was analyzed utilizing descriptive and inferential analysis approaches. The descriptive analysis incorporated percentages, frequencies, means, and standard deviations. Inferential statistics were additionally used to evaluate data using regression analysis and computation of Spearman's coefficient correlation to demonstrate the relationship between stakeholders' involvement on implementation of child protection programs in Saku Constituency in Marsabit County. A multiple regression model was then developed in line with the equation:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$  using a 95% level of confidence where:

Y was the successful implementation of child protection programs

X1 was the stakeholders' involvement in programs identification

X2 was the stakeholders' involvement in programs planning

X3 was the stakeholders' involvement in programs execution

X4 was the stakeholders' involvement in programs monitoring and evaluation

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  were the parameters estimates

$\beta_0$  was the intercept

$\varepsilon$  was the the random or error term

The qualitative data, on the other hand, was processed and presented in a narrative style in relation to the study themes and in accordance with the objectives of the study. In a tabular form, the results were then presented.



### 3.8. Operationalization of Variables

Table 3.3. shows the operationalization of the study's variables:

Research Objectives	Variables	Indicators	Measurement Scale	Instruments	Tool of analysis
To find out the influence of stakeholders' involvement in programs identification on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.	Independent variable	<ul style="list-style-type: none"> <li>● Child Protection needs assessment,</li> <li>● Priority need/problem analysis,</li> <li>● Development of the best course of action,</li> </ul>	Nominal	<ul style="list-style-type: none"> <li>● Semi structured Questionnaires</li> <li>● Structured Interview Guide</li> </ul>	<ul style="list-style-type: none"> <li>● Descriptive Statistics</li> <li>● Inferential Statistics</li> </ul>
To assess the influence of stakeholders' involvement in programs planning on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.	Independent variable	<ul style="list-style-type: none"> <li>● Strategy development with clear goals and objectives set,</li> <li>● Budgeting and resource mapping,</li> <li>● Developing action/work plans, activity schedules, risk management and M&amp;E plans.</li> </ul>	Nominal	<ul style="list-style-type: none"> <li>● Semi structured Questionnaires</li> <li>● Structured Interview Guide</li> </ul>	<ul style="list-style-type: none"> <li>● Descriptive Statistics</li> <li>● Inferential Statistics</li> </ul>
To determine the influence of stakeholders' involvement in programs execution on implementation of child protection programs by 5 Compassion	Independent variable	<ul style="list-style-type: none"> <li>● Active participation in putting work plans and activity schedules into action,</li> <li>● Attending capacity building</li> </ul>	Nominal	<ul style="list-style-type: none"> <li>● Semi structured Questionnaires</li> <li>● Structured Interview Guide</li> </ul>	<ul style="list-style-type: none"> <li>● Descriptive Statistics</li> <li>● Inferential Statistics</li> </ul>

International's Projects in Marsabit County.		<p>initiatives on child protection,</p> <ul style="list-style-type: none"> <li>• Controlling risks arising from time to time that may hinder execution</li> </ul>			
To examine the influence of stakeholders' involvement in programs monitoring and evaluation on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.	Independent variable	<ul style="list-style-type: none"> <li>• Reviewing and monitoring progress</li> <li>• Taking corrective measures on identified deviations</li> <li>• Reporting, providing feedback and learnt lessons.</li> </ul>	Nominal	<ul style="list-style-type: none"> <li>• Semi structured Questionnaires</li> <li>• Structured Interview Guide</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive Statistics</li> <li>• Inferential Statistics</li> </ul>

**Table 3.3. Operationalization of variable**

### **3.9. Ethical Considerations in the Study**

The researcher by all means and costs ensured that this study followed the ethical standards required in conducting any social science research. To start with, from the National Commission for Science, Technology and Innovation (NACOSTI), he obtained a research permit which is both an ethical and legal requirement in Kenya before conducting any form of research. He ensured that the research assistants were carrying the permit anywhere they were going to meet respondents and any other stakeholders. The researcher also developed an introductory letter that was informing the respondents on the purpose of the study and asking them for their consensual participation in the study. The respondents were further guaranteed by the researcher that their responses would be kept with utmost confidentiality. Again, he asked them not to include their names on the questionnaires in any way.

The researcher also gave the respondents the assurance that anyone who required access to the research's results may get it.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1. Introduction

Analysis, presentation and interpretation of data are discussed in this chapter. It includes the percentage of people who responded to the questionnaires, information about the respondents' demographics, analysis of the research's findings, and discussion and interpretation. The chapter also presents the key conclusions and outcomes of the investigation as determined during the study. The Statistical Package for Social Sciences (SPSS) version 26.0 was used to analyze the data. Tables and cross tabulations were used to present the information after it was grouped according to the objectives and findings of the research.

#### 4.2. Questionnaire Return Rate

This study's sample size was 142 primary caregivers (female parents and guardians) as well as 20 members of the Accountability Structure Management committees of the 5 Compassion International's Projects in Saku Constituency in Marsabit County. Out of the 142 questionnaires administered, 134 were correctly filled and returned giving a questionnaire return rate of 94.36%. According to Mugenda and Mugenda (2013), a response rate of 50% is suitable for analysis and reporting; a rate of 60% is preferable; and a rate of more than 70% is remarkable. According to the aforementioned premise, the response rate was excellent and warranted for an analysis of the data gathered. The return rate is shown in Table 4.1:

**Table 4.1. Questionnaire Return Rate**

<b>CHILD AND YOUTH DEVELOPMENT CENTRE</b>	<b>Sample Size</b>	<b>Return Rate</b>
KE0248 PCEA Boru Haro CYDC	33	32
KE0250 AIC Karare CYDC	29	28
KE0252 EAPC Marsabit CYDC	27	26
KE0278 CITAM Goro Rukesa CYDC	27	24
KE0279 AIC Dirib Gombo CYDC	26	24
<b>TOTAL</b>	<b>142</b>	<b>134</b>

### 4.3. Demographic Characteristics of the Respondents

The age, level of education, the age of their child/youth being supported by the Compassion Kenya's Project and the number of years they have been caregivers in their respective Projects were the respondents' personal information that was being collected included. The findings are presented in Table 4.2:

**Table 4.2. Respondents' Personal Information**

<b>Caregiver's Age Bracket</b>	<b>Frequency</b>	<b>Percentage</b>
15-25 Years	15	11.19
26-40 Years	87	64.93
41-55 Years	28	20.90
56 Years and Above	4	2.99
<b>Total</b>	<b>134</b>	<b>100</b>
<b>Caregiver's Education Level</b>	<b>Frequency</b>	<b>Percentage</b>
Tertiary Education (University and College)	2	1.49
Secondary Education	22	16.42
Primary Education	51	38.06
Have no Education	59	44.03
<b>Total</b>	<b>134</b>	<b>100</b>
<b>Child's/Youth's Age Bracket</b>	<b>Frequency</b>	<b>Percentage</b>
3-5 Years	12	8.96
6-8 Years	43	32.09
9-11 Years	50	37.31
12-14 Years	23	17.16
15 Years and Above	6	4.48
<b>Total</b>	<b>134</b>	<b>100</b>
<b>No of Years of being a Caregiver</b>	<b>Frequency</b>	<b>Percentage</b>
0-1 Years	8	5.97
1-2 Years	18	13.43
2-3 Years	32	23.88
3 Years and Above	76	56.72
<b>Total</b>	<b>134</b>	<b>100</b>

According to the findings shown in Table 4.1, 69.43% of the primary caregivers were found to be aged 26-40 years being the majority while those who those aged 15-25 years represented 11.19%, those in ages between 41 and 55 years represented 20.90% while those who were 56 years of age and above were the minority as they represented 2.99%. This therefore implied that majority of the caregivers in Compassion International's Projects in Saku Constituency were young aged between 26 and 40 years.

On education level of the caregivers, it was found out that 44.03% of the caregivers had no education at all, while 38.06% said that their education had gone up to the primary level and only 1.49% had gone up to the tertiary level of education. Those who had proceeded to secondary school level represented 16.42%. This implied that most of the primary caregivers in Compassion Projects are not educated hence they are either illiterate or semi illiterate.

Concerning the ages of the children and youths being supported by Compassion Projects in Saku Constituency, 37.31% being the majority were between the ages of 9 and 11 years. Those who were above 15 years of age represented 4.48% being the minority while those in the ages between 6 and 8 years represented 32.09% and those between 12 and 14 years of age represented 17.16%. This implied that most children in Compassion Projects in Saku Constituency were still at the late childhood stage approaching adolescence.

About the longevity of the years they have been caregivers in their children's and youths' development centres (Compassion International's Projects), 56.72% said that they had been caregivers for 3 years and above and only 5.98% reported that they had been caregivers for 0 to 1 year. Those who had been caregivers for 2 to 3 years represented 23.88%. This implied that most of the caregivers had their children supported for long by the Compassion Projects and hence had benefited a lot from their programs including child protection programs.

### 4.3.1. Child Protection Programs regularly undertaken in CYDCs

The caregivers were also asked about the extent to which certain child protection programs were regularly undertaken in the Child and Youth Development Centres where their children and youths were being sponsored. Table 4.3 displays their responses:

**Table 4.3. Child Protection Programs regularly undertaken in CYDCs**

<b>Child protection program</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Monthly training of children and youths on child abuse, child rights and child protection	0%	2.99%	34.33%	62.69%
Monthly training of caregivers on child maltreatment, promotion of child rights and protection of children from abuse	2.24%	5.97%	51.49%	40.30%
Quarterly parental, children and youths training on the dangers of female genital mutilation and early child marriage	9.70%	20.15%	38.81%	31.34%
Regular guidance, counseling and provision of professional psycho-social support to children and youths to enhance their mental health	1.49%	4.48%	59.70%	34.33%
Regular sensitization on the child abuse reporting mechanisms	1.49%	5.22%	56.72%	36.57%
Provision of regular cash transfers to the caregivers of Highly Vulnerable Children (HVCs) to enable them purchase basic needs for the children	25.37%	35.82%	26.87%	11.94%
Selected caregivers and programme participants (youths and children) being taken for exposure learning in institutions such as Law Courts during determination of child abuse cases to learn more on child protection.	64.18%	23.88%	10.45%	1.49%
Quarterly community based child protection forums organized by the CYDC	41.04%	37.31%	14.18%	7.46%
Regular radio talk shows in vernacular language to	47.01%	35.07%	11.94%	5.97%

sensitize community members on child rights and  
child protection

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In light of the findings in table 4.3, 62.69% of the primary caregivers responded that monthly training of children and youths on child maltreatment, promotion of child rights and protection of children from abuse were conducted on a high extent, 34.33% responded that they were conducted on a moderate extent while 2.99% said that they were conducted lowly and no caregiver responded that they were not conducted at all. This means that majority appreciated that to a high extent, children and youths were trained about child maltreatment, promotion of child rights and protection of children from abuse on a monthly basis.

When asked the extent to which caregivers were trained on child maltreatment, promotion of child rights and protection of children from abuse on a monthly basis, 51.49% reported that they were moderately trained, 40.30% reported that they were highly trained, 5.97% believed that they were lowly trained and only 2.24% felt that they were not being trained at all. This means that the Projects were training caregivers on a regular basis as about 91.79% reported moderate and high extent of training.

In regards to the extent in which quarterly parental, children and youths training on the dangers of female genital mutilation and early child marriage were being conducted, 38.81% reported moderate extent, 31.34% reported high extent, 20.15% reported low extent while 9.70% reported no extent at all. This means that the Project were regularly training parents, children and youths on the dangers of female genital mutilation and early child marriage.

In relations to the extent to which regular guidance, counseling and provision of professional psycho-social support were being offered, to children and youths to enhance their mental health, 59.7% reported moderate extent, 34.33% reported high extent, 4.48% reported low extent while 1.49% felt that they were not being provided at all. This implied that most caregivers believed that the extent to which guidance, counselling and provision of psycho-social support were being provided to children and youths was moderate.



On the extent to which regular sensitization on child abuse reporting mechanisms were being provided, 56.72% reported high extent, 36.57% reported moderate extent, 5.22% reported low extent while about 1.49% felt that these sensitization were not being provided at all. This means that caregivers were appreciating that the Projects were showing some great efforts in sensitizing them on how to report cases of child abuse involving their children and youths.

At to the extent in which provision of regular cash transfers to the caregivers of highly vulnerable children (HVCs) was being done to enable them purchase basic needs for their children, 35.82% felt that it was done to a low extent, 26.87% felt it was moderately done while 25.37% felt it was not being done at all and only 11.94% felt it was being done on a high extent. This implied that most of the caregivers felt there was a gap in the provision of cash transfer programs across all the Compassion International's Projects in Saku Constituency.

About the extent to which selected caregivers and programme participants (youths and children) were being taken for exposure learning in institutions such as Law Courts during determination of child abuse cases to learn more on child protection was concerned, 64.18% reported that it has never been done, 23.88% felt it was lowly done, 10.45% felt it was moderately done and only 1.49% of the caregivers felt it was highly done. This means that majority of caregivers in Compassion Projects in Saku Constituency were not being taken for exposure learning especially in Law courts and experience how cases of child abuse are determined.

In connection to the extent to which Compassion Projects in Saku Constituency were organizing quarterly community based child protection forums, 41.07% reported that they have never seen them being organized, 37.31% felt that they were lowly organized, 14.18% reported that they were moderately organized where 7.46% reported that they were highly organized. This clearly showed that these Projects were not organizing these forums at the community level.

Additionally, on the extent to which regular radio talk shows were being organized in vernacular language in order to sensitize community members on child rights and

child protection, a whopping 47.01% of the caregivers reported that such shows have never been undertaken, 35.07 reported that they have been lowly organized, 11.94% felt that they have been moderately organized and only 5.97% felt that they have been highly organized. This plainly implied that the Compassion Projects in Saku Constituency were not doing much on using vernacular language radio stations to pass the messages of child rights and protection to community members.

#### **4.3.2. Stakeholders’ involvement in Identification, Planning, Execution, Monitoring and Evaluation of Child Protection Programs**

The researcher was curious to ascertain the extent to which the caregivers felt that they were generally being involved in identification, planning, execution, monitoring and evaluation of all child protection programs being undertaken by the CYDCs where their children and youths were being sponsored. Table 4.4 illustrates their replies:

**Table 4.4. Stakeholders involvement in Identification, Planning, Execution, Monitoring and Evaluation of Child Protection Programs**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	91	67.91
Moderate Extent	34	25.37
Low Extent	9	6.72
No Extent at all	0	0
<b>Total</b>	<b>134</b>	<b>100</b>

According to the results, 67.91% of the respondents said they were highly involved in identification, planning, execution, monitoring and evaluation of child protection programs being undertaken by their Compassion Projects in Saku Constituency. 25.37% felt that they were moderately involved while only 6.72% felt that they were lowly extent and no caregiver reported that they are never involved at any life stage of a child protection program.

#### **4.4. Stakeholders' involvement in Program Identification**

This study's first objective was to find out the influence of stakeholders' involvement in programs identification on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.

##### **4.4.1. Extent of Stakeholders' involvement in Child Protection Needs Assessment**

The caregivers and members of the Accountability Structure Management committees were also asked on the extent to which they were involved in conducting child protection needs assessment in the CYDCs where their children were attending. Table 4.5 presents their responses:

**Table 4.5. Extent of Stakeholders' involvement in Child Protection Needs Assessment**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	73	54.48
Moderate Extent	45	33.58
Low Extent	11	8.21
No Extent at all	5	3.73
<b>Total</b>	<b>134</b>	<b>100</b>

As shown in table 4.5, 54.48% of the caregivers reported that they were highly involved in child protection needs assessment, 33.58% reported that they were moderately involved, 8.21% felt that they were lowly involved and 3.73% felt that they were not involved at all. This implies that most of the caregivers felt that they were involved in child protection needs assessment.

##### **4.4.2. Extent of Stakeholders' involvement in Prioritizing a Child Protection Need**

Additionally, the researcher was eager to determine to what extent the stakeholders were being involved in child protection need prioritization so as to solve the most pressing child protection problem. The responses of the caregivers are shown in table 4.6:

**Table 4.6. Extent of Stakeholders' involvement in Prioritizing a Child Protection Need**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	66	49.25
Moderate Extent	40	29.85
Low Extent	24	17.91
No Extent at all	4	2.99
<b>Total</b>	<b>134</b>	<b>100</b>

From the above results, 49.25% of the caregivers replied that they were being involved in child protection need prioritization to a high extent, 29.85% reported they were moderately involved, 17.91% felt that they were lowly involved and 2.99% felt like they were not being involved at all. This implies that most of the caregivers felt that Compassion Projects in Saku Constituency were involving them in prioritization of child protection needs so as to solve them in order of priority.

**4.4.3. Extent of Stakeholders' involvement in the Selection of the Best Course of Action in addressing the identified Child Protection Need/Problem**

The respondents were also required to report on to the extent they felt they were being involved in the selection of the best course of action to be undertaken so as to address the identified child protection need/problem. Their views were as shown in table 4.7:

**Table 4.7. Extent of Stakeholders' involvement in the Selection of the Best Course of Action in addressing the identified Child Protection Need/Problem**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	50	37.31
Moderate Extent	50	37.31
Low Extent	29	21.64
No Extent at all	5	3.73
<b>Total</b>	<b>134</b>	<b>100</b>

The above results clearly display that 37.31% of the caregivers felt that they were being involved in selection of the best course of action to address the identified and

prioritized child protection need/problem to a high extent. The same results imply for those who felt that they were involved moderately. Those who felt that they were lowly involved were 21.64% while those who felt that they were not being involved at all were 3.73%. This implies that about 74.62% of caregivers in Compassion Projects being undertaken in Saku Constituency felt that they were being involved in selection of the best course of action to be implemented in order to solve an identified child protection problem.

Majority of the caregivers agreed that with their involvement in Programs Identification, they would be instrumental in supporting implementers of the programs in needs assessment, prioritization of needs, selection of the most pressing need and identification of the best course of action to be undertaken in order to address the identified child protection need.

Similar results were obtained after interviewing members of the Accountability Structure Management committees of the 5 Compassion Projects in Saku Constituency. Majority of them said that they were being involved in needs assessment, prioritization of needs and selection of the best course of action to be undertaken in order to address the identified child protection problem/need. However, most of them expressed that improvements need to be done on their involvement in all the stages of the child protection programs as they are the key decision makers in the Projects.

#### **4.5. Stakeholders' involvement in Program Planning**

The study's second objective was to assess the influence of stakeholders' involvement in programs planning on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.

##### **4.5.1. Extent of Stakeholders' involvement in Planning Meetings for Child Protection Interventions**

The researcher was interested to find out to what extent the caregivers were being invited to planning meetings for child protection interventions. How they responded is presented in table 4.8:

**Table 4.8. Extent of Stakeholders' involvement in Planning Meetings for Child Protection Interventions**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	17	12.69
Moderate Extent	32	23.88
Low Extent	37	27.61
No Extent at all	48	35.82
<b>Total</b>	<b>134</b>	<b>100</b>

The findings in table 4.7 show that 35.82% of the caregivers believed that they were not invited to planning meetings at all, 27.61% believed that the extent was low, 23.88% believed that the extent was moderate whereas only 12.69% believed that they were highly invited. This means that Compassion Projects in Saku Constituency were not involving their stakeholders in planning about child protection programs to a larger extent.

#### **4.5.2. Extent of stakeholders' involvement in planning aspects of Child Protection Programs**

To the interest of the researcher was also to establish how the caregivers were involved in certain planning aspects of child protection programs that were being undertaken in the Compassion Projects that were supporting their children and youths in Saku Constituency. Their answers are as table 4.9 presents:

**Table 4.9 Involvement in Extent of stakeholders' involvement in planning aspects of Child Protection Programs**

<b>Planning Aspect</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Development of a budget	32.84%	29.10%	24.63%	13.43%
Development of work plans and activity schedules	31.34%	29.85%	28.36%	10.45%
Tasks allocation to different stakeholders	29.85%	26.87%	25.37%	17.91%
Procurement of the needed materials	40.30%	29.10%	21.64%	8.96%
Mobilizing local resources including human resources and experts	36.57%	22.39%	24.63%	16.42%
Development of a monitoring and evaluation plan	42.54%	26.12%	20.15%	11.19%

Looking at the above results, majority of the caregivers reported that they were not being involved in all the six aspects of planning and only few reported that they were highly involved. This affirms the previous results of the extent to which the caregivers were being invited in planning meetings as 35.82% reported that they were not invited at all. This clearly shows that Compassion Projects in Saku Constituency do not involve their stakeholders in planning of child protection interventions to a larger extent.

The Accountability Structure Management committees’ members who were interviewed also indicated that there were low efforts of involving stakeholders in planning for child protection programs. In fact, one patron alluded that:

*“Good planning helps in bringing on board resources and in good tasks allocation which ensures effectiveness in service delivery. We see limited efforts in our projects of involving stakeholders especially the caregivers whose children are supported by these projects. We should pull up our socks on this.”*

#### **4.6. Stakeholders’ involvement in Programs Execution**

The study’s third objective was to determine the influence of stakeholders’ involvement in programs execution on implementation of child protection programs by 5 Compassion International’s Projects in Marsabit County.

##### **4.6.1. Extent of stakeholders’ involvement in the day to day running and execution of Child Protection Programs Plans.**

The researcher also wanted to evaluate the degree to which stakeholders were being engaged in the day to day running and execution of child protection programs plans. Table 4.10 portrays their responses:

**Table 4.10. Extent of Stakeholders’ involvement in the day to day running and execution of Child Protection Programs Plans.**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	14	10.45

Moderate Extent	22	16.42
Low Extent	74	55.22
No Extent at all	24	17.91
<b>Total</b>	<b>134</b>	<b>100</b>

The results indicated that 55.22% of the respondents felt that they were lowly involved in the day to day running and execution of child protection programs, 17.91% felt they were not being involved at all, 16.42% felt being moderately involved and 10.45% felt they were highly involved. This means that majority of the stakeholders in Compassion Projects in Saku Constituency level of involvement in the day to day running of child protection programs was low and this should be improved.

#### **4.6.2. Extent of stakeholders' involvement in capacity building activities in Child Protection Programs**

In the execution of child protection programs, stakeholders' capacity was being built mainly through training on issues such as child abuse, child rights and child protection among others. This was so as to make the stakeholders especially the caregivers understand how they can promote the rights of their children and protect them from all harms.

The degree to which caregivers participated in the capacity building activities was something the researcher was curious to find out about. Table 4.11 presents their responses.

**Table 4.11. Extent of stakeholders' involvement in capacity building activities in Child Protection Programs**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	94	70.15
Moderate Extent	24	17.91
Low Extent	13	9.70
No Extent at all	3	2.24
<b>Total</b>	<b>134</b>	<b>100</b>



The findings show that 70.15% of the caregivers felt that their capacity on child protection matters was being built on a high extent, 17.91% felt it was moderately built, 9.70% felt that it was lowly built and 2.24% felt it was not being built at all. This means that majority of the caregivers were appreciating that the Compassion Projects in Saku Constituency were highly training them and building their capacity on child protection issues.

#### **4.6.3. Extent of stakeholders' involvement in discussing progress and execution of work plans and budget**

To the interest of the researcher also was in finding out the magnitude at which the caregivers were invited to meetings to discuss on progress and execution of work plans and budget. Table 4.12 indicates their answers:

**Table 4.12. Extent of stakeholders' involvement in discussing progress and execution of work plans and budget**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	22	16.42
Moderate Extent	36	26.87
Low Extent	62	46.27
No Extent at all	14	10.45
<b>Total</b>	<b>134</b>	<b>100</b>

The indications in table 4.12 illustrate that 46.27% of respondents reported that the extent to which they were being invited in meetings to discuss progress and execution of work plans and budget was low, 26.87% reported that it was moderate, 16.42% reported that it was high while 10.45% reported that they were not invited at all. This indicated that the extent to which stakeholders were being involved in discussing progress of work plans and budget in Compassion Projects in Saku Constituency was low.

#### **4.6.4. Extent to which stakeholders were consulted in making any needed changes in the initial plans and budgets for child protection programs.**

As far as being consulted in making any needed changes in the initial plans and budgets for child protection programs to remain on track and achieve set goals and objectives was concerned, the respondents views are as shown in table 4.13:

**Table 4.13. Extent to which stakeholders were consulted in making any needed changes in the initial plans and budgets for child protection programs**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	18	13.43
Moderate Extent	49	36.57
Low Extent	55	41.04
No Extent at all	12	8.96
<b>Total</b>	<b>134</b>	<b>100</b>

The results shown in table 4.13 plainly say that 41.04% of the stakeholders felt that the extent to which they were consulted in making any needed changes in the initial plans and budgets for child protection programs was low, 36.57% reported it was moderate, 13.43% reported that it was high while 8.96% felt that they were not consulted at all. This therefore means that the level of involvement of stakeholders in making needed changes in the initial plans and budgets for child protection programs initiated by Compassion International's Projects in Saku Constituency was low.

Majority of the caregivers expressed their dissatisfaction with them not being highly involved in execution of child protection programs initiated by Compassion International's Projects in Saku Constituency. This was irrespective of the benefits of their being part of execution of the plans of these programs as the programs were meant for the protection of their children and youths. The same sentiments were said by the members of the Accountability Structure Management committees who also felt that they were too not highly involved in the execution of plans and implementation of budgets.

#### **4.7. Stakeholders' involvement in Programs Monitoring and Evaluation**

The study's fourth objective was to examine the influence of stakeholders' involvement in programs monitoring and evaluation on implementation of child protection programs by 5 Compassion International's Projects in Marsabit County.

##### **4.7.1. Extent of stakeholders' involvement in monitoring meetings to check on the progress of plans execution for child protection programs**

Establishing the degree to which the stakeholders were invited to monitoring meetings that were meant to check on the progress of plans execution for child protection programs also interested the researcher. What they reported is indicated in table 4.14:

**Table 4.14. Extent of stakeholders' involvement in monitoring meetings to check on the progress of plans execution for child protection programs**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	10	7.46
Moderate Extent	17	12.69
Low Extent	84	62.69
No Extent at all	23	17.16
<b>Total</b>	<b>134</b>	<b>100</b>

The findings in table 4.14 show that 62.69% of the stakeholders reported that the extent to which they were involved in monitoring meetings to check on the progress of plans execution of child protection programs was low, 12.69% reported it was moderate, 17.16% felt they were not involved at all and only 7.46% believed that they were highly involved. This implies that majority of the caregivers in Compassion International's Projects in Saku Constituency believed that the extent of their involvement in monitoring meetings of child protection programs was low.

##### **4.7.2. Extent of stakeholders' opinions being sought in taking corrective measures on identified hindrances to proper execution of plans for child protection programs**

The researcher also wanted to determine of the stakeholders' opinions were being sought in taking corrective measures on identified hindrances to proper execution of

plans for child protection programs. The stakeholders' views were as recorded in table 4.15:

**Table 4.15. Extent of stakeholders' opinions being sought after in taking corrective measures on identified hindrances to proper execution of plans for child protection programs**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	13	9.70
Moderate Extent	24	17.91
Low Extent	78	58.21
No Extent at all	19	14.18
<b>Total</b>	<b>134</b>	<b>100</b>

The results in table 4.15 show that 58.21% of the stakeholders reported that the extent to which their opinions were being sought after in taking corrective measures on identified hindrances to proper execution of plans was low, 17.91% reported it was moderate, 14.18% felt theirs were not sought after at all and only 9.70% believed that their opinions were highly sought after. This implies that majority of the caregivers in Compassion International's Projects in Saku Constituency believed that the extent of their opinions being sought after in taking corrective measures on identified hindrances to proper execution of plans for child protection programs was low.

#### **4.7.3. Extent to which the stakeholders' views were sought after in the development of Monitoring and Evaluation Reports**

Concerning the degree to which the views of stakeholders were sought after and incorporated in the development of monitoring and evaluation reports of child protection programs, table 4.16 indicates their answers:

**Table 4.16. Extent to which the stakeholders' views were sought after in the development of Monitoring and Evaluation Reports**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	14	10.45
Moderate Extent	27	20.15

Low Extent	77	57.46
No Extent at all	16	11.94
<b>Total</b>	<b>134</b>	<b>100</b>

The findings in table 4.16 show that 57.46% of the caregivers reported that the extent to which their views were sought after in the development of monitoring and evaluation reports of child protection programs was low, 20.15% reported it was moderate, 11.94% felt that their views were not sought after at all and 10.45% felt that theirs were highly sought after. This can be interpreted to mean that in Compassion International's Projects in Saku Constituency, the extent of stakeholders' views being incorporated in monitoring and evaluation reports of child protection programs was low.

#### **4.7.4. Extent of stakeholders' involvement in giving feedback and sharing lessons learnt during execution of child protection programs**

The researcher was also concerned about the extent to which forums were being organized where stakeholders would come together and give feedback and share lessons learnt during execution of child protection programs. The results are displayed in table 4.17:

**Table 4.17. Extent of stakeholders' involvement in giving feedback and sharing lessons learnt during execution of child protection programs**

<b>Extent</b>	<b>Respondents</b>	<b>Percentage</b>
High Extent	12	8.96
Moderate Extent	69	51.49
Low Extent	46	34.33
No Extent at all	7	5.22
<b>Total</b>	<b>134</b>	<b>100</b>

The above research results show that 51.49% of the caregivers believed that the extent to which forums were organized where stakeholders would come together and give feedback and share lessons learnt during execution of child protection programs was moderate, 34.33% believed that it was low, 8.96% believed that it was high and only

5.22% of the caregivers believed that those forums were not organized at all. This implies that majority of the stakeholders in Compassion International’s Projects in Saku Constituency felt that the extent to which they were called upon to give feedback and share lessons learnt in execution of child protection programs was moderate though many such forums could have been organized to seek their feedback more.

The above findings were also recorded when members of the Accountability Structure Management committees of the 5 Compassion International’s Projects in Saku Constituency were interviewed. They argued that stakeholders weren't extremely engaged in major monitoring and evaluation exercises of the child protection programs.

#### **4.8. Implementation of Child Protection Programs by 5 Compassion International’s Projects in Saku Constituency**

The study’s dependent variable was implementation of Child Protection Programs by 5 Compassion International’s Projects in Saku Constituency. The participants were obliged to indicate the rate to which certain implementation aspects of child protection programs in their child’s/youth’s CYDC were achieved as a result of stakeholders’ involvement in the programs’ identification, planning, execution and monitoring and evaluation. The results are shown in Table 4.18:

**Table 4.18. Implementation of Child Protection Programs by 5 Compassion International’s Projects in Saku Constituency**

<b>Aspect</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Increased Caregivers’ knowledge on child rights and protection	1.49%	6.72%	19.40%	72.39%
Increased programme participants’ knowledge on child rights and protection	2.24%	5.22%	18.66%	73.88%
Reduced cases of child abuse	1.49%	5.97%	11.19%	81.34%
Sustainability of child protection programs	2.99%	8.21%	17.16%	71.64%
<b>Average</b>	<b>2.05%</b>	<b>6.53%</b>	<b>16.60%</b>	<b>74.81%</b>

From the above results, it can be generally agreed that an average of 74.81% of the caregivers believed that due to their involvement in child protection programs' identification, planning, execution and monitoring and evaluation, there was increased caregivers' and programme participants' knowledge on child rights and protection, reduced cases of child abuse and sustainability of child protection programs initiated by Compassion International's Projects in Saku Constituency. On the same, only 2.05% of the participants felt that there was no success at all in increased caregivers' and programme participants' knowledge on child rights and protection, reduced cases of child abuse and sustainability of child protection programs initiated by Compassion International's Projects in Saku Constituency as a result of stakeholders' involvement in identification, planning, execution and monitoring and evaluation of those programs.

#### 4.9. Multivariate Regression Analysis

Multiple regression model analysis was used by the researcher in this study to determine the correlations between the studied variables. The study's findings were presented in Table 4.19 as follows:

**Table 4.19 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>F</b>	<b>Sig.</b>
1	.802 <sup>a</sup>	0.845	0.879	0.0879	112.668	0.000 <sup>b</sup>

The results of the model show that the simple correlation was 0.802, indicating some degree of association. Stakeholder involvement accounted for 87.9% of the overall variance in the implementation of Child Protection Programs (adjusted R<sup>2</sup> of the research model: 0.845; R<sup>2</sup> = 0.879; standard error: 0.068). This shows that the linear regression accounts for 80.2% of the data's variation. This shows that first order linear auto-correlation was not present in the data from the multiple linear regression. Further, it implies that stakeholder involvement in the research accounts for 87.9% of the variation in implementation of Child Protection Programs whereas other factors outside the study account for 12.1% of implementation of Child Protection Programs.

#### 4.9.1 Assessing the Fit of the Multiple Regression Model

Analysis of variance was used to determine whether the multiple regression model was appropriate for the data. The results are summarized in Table 4.20.

**Table 4.20 ANOVA Model**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	Residual	102.882	4	19.015	112.668	0.000 <sup>b</sup>
	Regression	9.232	122	0.16893		
	<b>Total</b>	<b>112.114</b>	<b>126</b>			

The linear regression model does not account for any variation in a project's sustainability, according to the null hypothesis of the F-test ( $F=112.668$ ,  $p=0.000^b$ ). Since the F-test is very significant, it is believed that the model accurately captured the variance in how Child Protection Programs are implemented. Therefore, the implementation of child protection programs is influenced by stakeholders' involvement in program identification, planning, execution, monitoring, and evaluation. Accordingly, the multiple regression model was suitable for this set of data.

The results of the study also demonstrated that the model summary significantly and correctly predicted the implementation of child protection interventions ( $p < 0.05$ ). The regression model generally showed statistically strong prediction of the implementation of child protection programs, confirming the statistical applicability of the regression model that was run (it fit the data well, in other words.).

#### 4.9.2 Regression Coefficients

A T-test was used to determine the statistical significance of each regression coefficient in order to actually compute the beta, which shows how much each independent variable affects the dependent variable. The study's results are shown in Table 4.21.



**Table 4.21 Regression Coefficients**

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std Error	Beta	t	Sig.
(Constant)	0.323	0.224		1.648	0.105
Stakeholders' involvement in programs identification	0.182	0.026	0.319	6.604	0.000
Stakeholders' involvement in programs planning	0.272	0.024	0.534	6.745	0.000
Stakeholders' involvement in programs execution	0.229	0.034	0.476	8.866	0.000
Stakeholders' involvement in programs monitoring and evaluation	0.216	0.046	0.253	6.354	0.000

The following was the regression equation computed for the investigation:

Y (Implementation of Child Protection Programs) = 0.323 (Constant) + 0.182 (Stakeholders' involvement in programs identification) + 0.272 (Stakeholders' involvement in programs planning) + 0.229 (Stakeholders' involvement in programs execution) + 0.216 (stakeholders' involvement in programs monitoring and evaluation) + 0.224 (Std Error). The regression equation portrays that stakeholders' involvement in programs identification contributed 18.2% to implementation of Child Protection Programs, stakeholders' involvement in programs planning process contributed 27.2%, stakeholders' involvement in programs execution contributed 22.9% and that stakeholders' involvement in programs monitoring and evaluation contributed 21.6% to the same accordingly.

The regression analysis further showed that there was a significant relationship between stakeholders' involvement in programs identification process and implementation of Child Protection Programs ( $\beta=0.182$ ,  $p0.05$ ); there was a significant relationship between stakeholders' involvement in programs planning

process and implementation of Child Protection Programs ( $\beta=0.272$ ,  $p\leq 0.05$ ); there was a significant relationship between stakeholders' involvement in programs execution ( $\beta=22.9$ ,  $p\leq 0.05$ ) and that there was a significant relationship between stakeholders' involvement in programs monitoring and evaluation and implementation of Child Protection Programs ( $\beta=0.216$ ,  $p\leq 0.05$ ).

To explain the regression model analysis' results, the following regression function was used:  $Y = 0.323 + 0.182X_1 + 0.272X_2 + 0.229X_3 + 0.216X_4$

A change in one unit of the stakeholders' involvement in programs identification process will cause a change of 0.182 in the implementation of Child Protection Programs, assuming that all other variables remain constant. This is because the coefficient parameter for the stakeholders' involvement in programs identification process is 0.182. The stakeholders' involvement in programs planning process's coefficient parameter is 0.272, which means that when all other variables remain the same, a change in only one unit of the stakeholders' involvement in programs planning process would result in a change of 0.272 in implementation of Child Protection Programs. The implementation of Child Protection Programs will be forecasted for every change in one unit of the stakeholders' involvement in programs execution process, with all other variables held constant, since the stakeholders' involvement in programs execution coefficient parameter is 0.229. The coefficient parameter for stakeholders' involvement in monitoring and evaluating programs is 0.216, which means that for every change in one unit of stakeholders' involvement in monitoring and evaluating programs, a change in the implementation of child protection programs of 0.216 will be anticipated when all other variables are held constant.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Introduction

This chapter includes a summary of the findings, discussion of the findings, conclusions drawn in light of the findings, and recommendations for both policy and practice. The study's objectives and purpose guided the conclusions and recommendations. The study's aim was to establish the influence of stakeholders' involvement on implementation of child protection programs in 5 Compassion International's Projects in Marsabit County.

#### 5.2. Summary of the Findings

This section shows the summary of the study's findings. The study was all about determining the effects that stakeholders' involvement in programs identification, planning, execution, monitoring and evaluation has on implementation of child protection programs.

##### 5.2.1. Stakeholders' involvement in Programs Identification

The research found that majority of the stakeholders reported that they were highly involved in child protection needs assessment, prioritizing a child protection need and in the selection of the best course of action to be implemented in order to solve an identified child protection problem.

##### 5.2.2. Stakeholders' involvement in Programs Planning

What was revealed by the study was that the biggest number of stakeholders were not being involved in planning of child protection programs in the following planning aspects: development of a budget, development of work plans and activity schedules, tasks allocation to different stakeholders, procurement of the needed materials, mobilizing local resources including human resource and experts and development of a monitoring and evaluation plan.

### **5.2.3. Stakeholders' involvement in Programs Execution**

The study found out that majority of the stakeholders said that they were lowly engaged in daily operations of the Child Development Centres and execution of child protection programs' plans. Additionally, in terms of involvement in capacity building activities in child protection programs, majority felt that their capacity was being built to a high extent. However, majority of the stakeholders felt that they were being lowly involved in discussing progress and execution of work plans and budgets as well as being lowly consulted in making any needed changes in the initial plans and budgets for child protection programs.

### **5.2.4. Stakeholders' involvement in Programs Monitoring and Evaluation**

The study also revealed that most stakeholders believed their involvement was low in monitoring meetings to check on the progress of plans, their opinions were lowly sought after in taking corrective measures on identified hindrances to proper execution of plans for child protection programs, their views were lowly sought after in the development of monitoring and evaluation reports on child protection programs and that they were moderately involved in giving feedback and sharing lessons learnt during execution of child protection programs.

## **5.3. Discussion of the Findings**

This section discusses the results about the impacts of stakeholders' involvement in program identification, planning, execution, monitoring, and evaluation on child protection program implementation.

### **5.3.1. Stakeholders' involvement in Programs Identification**

According to the study, there is a significant correlation between stakeholders' involvement in programs identification and implementation of child protection programs. The results matched with those of Njogu (2016) who discovered that stakeholders' involvement in project identification enhances their performance to a greater extent in his research on the influence of stakeholders' involvement on project performance using a case study of the NEMA automotive emission control project in Nairobi. The same was supported by Magassouba, et al. (2019), who claimed that in order to address potential project impacts, rightful and sincere stakeholders must be

identified, their power, proximity, and influence must be understood, and they must be purposefully involved in creating the project from the ground up. This put emphasis on why it is always important to involve relevant stakeholders in needs assessment, prioritization of needs and in the selection of the best course of action to address the identified priority need.

The findings additionally match with the findings of Capacity Building Center for States, (2018) that concluded that it is essential for child welfare organizations to involve stakeholders in problem identification, continuous strategic planning, implementation, monitoring, and reporting activities if they are to achieve their objectives and enhance outcomes for young children, teenagers, and families. Additionally, the findings affirm the argument by FAO, (2016) that stakeholders' involvement in the need assessment, problem identification, project formulation and development of alternative courses of action is of paramount necessity in the establishment and successful completion of the project.

### **5.3.2. Stakeholders' involvement in Programs Planning**

The study's outcomes demonstrated that involving stakeholders in planning child protection programs greatly influence their implementation and success. The findings matched with the those of a study conducted in Japan in by Nobeoka and Cusumano (2018) to determine the relationship between stakeholder involvement in project planning processes and their impact on project success. They discovered that the inclusion of stakeholders had an impact on project objectives during the planning stage, resource allocation, task specification, and ultimately project performance. They also discovered that establishing a cordial working relationship with all stakeholders and determining their roles and duties is generally appropriate for project performance. This just like what this finding established that it is significantly useful to involve all relevant stakeholders in the planning process.

The results also supported Njogu's (2016) contention that stakeholder involvement in project planning through budgeting for the project, outlining staff roles and duties, utilizing resources, and participating in obtaining donor money greatly boosted project performance.

However, the findings of this study showed a low extent to which stakeholders are involved in the planning of child protection programs which reduces the chances of success and sustainability of such projects. This calls for all projects and programs planners and implementers to be always involving relevant stakeholders from the start to the end of a project or program cycle for it to perform well, achieve goals and objectives and sustainably serve the intended target group.

### **5.3.3. Stakeholders' involvement in Programs Execution**

The study's conclusions also showed a significant correlation between stakeholders' program execution involvement and the execution of child protection initiatives. These results aligned with those of Emily (2018), who discovered that the performance and success of projects were highly influenced by stakeholders' participation in the execution of task assignments, project management strategies, and procurement management. The results corroborated Duncan's (2016) assertion that to translate a project's planned plans and objectives into realistic, well-structured tasks and activities that can be employed to achieve the project's goals, it is crucial that stakeholders be involved in project execution.

The results concurred with those of Njogu (2016), who discovered that stakeholder involvement in project execution through contributions of raw materials, project audits, the definition of roles and responsibilities, intervening to obtain donor funds, and responsibility sharing has a significant impact on project performance. For the success, performance, and sustainability of project plans, it is crucial to incorporate both primary and secondary stakeholders.

### **5.3.4. Stakeholders' involvement in Programs Monitoring and Evaluation**

The results also showed a strong correlation between the implementation of child protection programs and the involvement of stakeholders in monitoring and assessment of those programs. The results corroborated those of Fageha and Aibinu (2016), who came to the conclusion that involving stakeholders in the monitoring and evaluation process enhances project performance. Similar findings were made by Emily (2018), who found that stakeholders' participation in project monitoring and assessment affects the successful design and implementation of successful and

sustainable programs. Similar findings were made by Njogu (2016), who found that stakeholders' participation in the monitoring of automobile emissions control projects aids in providing feedback, reporting on the project's progress, reporting on risks, and helping to take action to minimize the effects of the risks, all of which have a significant impact on the projects' implementation and performance.

However, the results showed that the stakeholders were not highly involved in provision of feedback and in the development of a monitoring and evaluation plan. The findings negated those of Heravia et al (2015) who found that the involvement of stakeholders in provision of feedback enabled project managers to improve on tasks performance which leads to the overall performance of projects.

#### **5.4. Conclusions**

According to the study's findings, it was concluded that stakeholders' participation in program identification influences the implementation of child protection programs in Marsabit County. It also revealed that stakeholders were well engaged in child protection needs assessment, prioritization of child protection needs and in the selection of the best course of action to be undertaken to address the most pressing child protection need.

The study also concluded that stakeholders' involvement in program planning was low which significantly affected the implementation of child protection programs in Marsabit County. The study established that stakeholders were lowly invited planning meetings for child protection interventions and were lowly involved in the development of a budget, development of work plans and activity schedules, tasks allocation to different stakeholders, procurement of needed materials, mobilization of resources and also in the development of a monitoring and evaluation plan.

Moreover, it was also revealed that stakeholders' involvement in program execution was low which significantly influenced the implementation of child protection programs in Marsabit County. It revealed that stakeholders were lowly involved in the daily activities of the projects and execution of child protection programs' plans, discussing progress and execution of work plans and budget and that they were not

being highly consulted in making any needed changes in the initial plans and budgets for child protection programs. However, the stakeholders believed that they were highly involved in the capacity building activities of child protection programs.

Additionally, the study also found out that stakeholders' involvement in program monitoring and evaluation was low which resulted to a fundamental effect on the implementation of child protection programs in Marsabit County. The study discovered that were lowly involved in monitoring meetings to check on the progress of plans execution for child protection programs, their opinions were not being adequately sought in taking corrective measures on identified hindrances to proper execution of plans for child protection programs, their views were not being highly sought in the development of monitoring and evaluation reports and they were lowly involved in giving feedback and sharing lessons learnt during execution of child protection programs.

### **5.5. Recommendations**

It is considerably paramount to always engage all the pertinent stakeholders in all stages of any project cycle as this involvement significantly affects the implementation and performance of the project. The involvement should be deliberate and not selective but should be on each and every stage in the life of any project.

It was established in the research that stakeholders' involvement in program identification has a momentous effect on implementation of child protection programs in Marsabit County. Therefore, project managers and planners are recommended to always involve stakeholders in conducting baseline surveys, needs assessment, prioritization of needs and in choosing the best course of action to address the chosen need to be addressed.

From the research, it was also revealed that stakeholders' involvement in program planning predominantly influence on implementation of child protection programs in Marsabit County. However, it was found that in Marsabit County, there was low involvement of stakeholders in planning of child protection programs which negatively affected their implementation and success. Therefore, the study



recommends optimal stakeholders' involvement in the planning of projects and programs as this greatly affects their success and sustainability.

The study also found out that stakeholders' involvement in program execution has a prevailing influence on implementation of child protection programs in Marsabit County. However, it was found that in Marsabit County, there was low involvement of stakeholders in the execution of child protection programs which negatively affected their implementation and success. Therefore, the study recommends maximum stakeholders' involvement in the execution of projects and programs as this also largely affects their success and sustainability. They should be involved to a larger extent in almost all daily activities in the projects and as well as in the execution of plans as well as taking part in any capacity building initiatives so as to have their skills on project management enhanced.

The study also revealed that stakeholders' engagement in program monitoring and evaluation has a fundamental influence on implementation of child protection programs in Marsabit County. It was however found that in Marsabit County, there was low participation of stakeholders in the monitoring and evaluation of child protection programs which negatively affected their implementation and success. Therefore, the study recommends optimum stakeholders' engagement in the monitoring and evaluation of projects and programs as this also significantly affects their success and sustainability. They should be involved in areas such as taking part in monitoring of progress, taking corrective measures where there are deviations, giving feedback and sharing lessons learnt and in the development of monitoring and evaluation reports.

#### **5.6. Areas for Further Research**

The research undertaking was meant to establish the influence of stakeholders' involvement on implementation of child protection programs in 5 Compassion International's Projects in Marsabit County. The research recommends similar research to be undertaken in other Counties to establish how stakeholders' involvement affects implementation of child protection programs.

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**APPENDIX I: QUESTIONNAIRE FOR PRIMARY CAREGIVERS (FEMALE PARENTS AND GUARDIANS)**

This questionnaire seeks to collect information on the influence of stakeholders' involvement on implementation of child protection programs by Child and Youth Development Centres supported by Compassion International Kenya in Saku Constituency, Marsabit County. Please read the questions carefully and provide your response by **ticking (✓)** on the most appropriate answer according to you. Where you are needed to write your answer, please write legible and precisely. All the responses will be handled with a lot of confidentiality. Thank you.

**SECTION A: DEMOGRAPHIC AND GENERAL INFORMATION OF THE RESPONDENTS**

1. What is your age bracket?
  - a. 15-25 years
  - b. 26-40 years
  - c. 41-55 years
  - d. 56 years and above
2. What is your education level?
  - a. Tertiary education (university and college level)
  - b. Secondary education
  - c. Primary education
  - d. Have no education at all
3. What is the age bracket of your child/youth who is currently sponsored in this Child and Youth Development Centre (CYDC)?
  - a. 3-5 years
  - b. 6-8 years
  - c. 9-11 years
  - d. 12-14 years
  - e. 15 years and above
4. For how long have you been a caregiver in this CYDC?
  - a. 0-1 year
  - b. 1-2 years
  - c. 2-3 years
  - d. 3 years and above

5. To what extent can you say the following child protection programs are regularly carried out in the CYDC where your child/youth is sponsored? (Kindly tick as appropriate by using the scale where 1=No extent at all, 2=Low extent, 3=Moderate extent, 4=High extent)

<b>Child protection program</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Monthly training of children and youths on child abuse, child rights and child protection				
Monthly training of caregivers on child maltreatment, promotion of child rights and protection of children from abuse				
Quarterly parental, children and youths training on the dangers of Female Genital Mutilation/Cut (FGM/C) and Child Early and Forced Marriage (CEFM)				
Regular guidance, counseling and provision of professional psychosocial support to children and youths to enhance their mental health				
Regular sensitizations on the child abuse reporting mechanisms				
Provision of regular cash transfers to the caregivers of Highly Vulnerable Children (HVCs) to enable them purchase basic needs for the children				
Selected caregivers and programme participants (youths and children) being taken for exposure learning in institutions such as Law Courts during determination of child abuse cases to learn more on child protection.				
Quarterly community based child protection forums organized by the CYDC				
Regular radio talk shows in vernacular language to sensitize community members on child rights and child protection				

6. To what extent are you involved by the staff of your child's/youth's CYDC on the identification, planning, execution and monitoring and evaluation of the above child protection programs?
- High extent
  - Moderate extent
  - Low extent
  - No extent at all

**SECTION B: STAKEHOLDERS' INVOLVEMENT IN PROGRAMS IDENTIFICATION**

7. To what extent are you involved in carrying out child protection needs assessment in your child's/youth's CYDC before such programs are began?

- a. High extent
  - b. Moderate extent
  - c. Low extent
  - d. No extent at all
8. Kindly rate the extent to which you are involved in prioritizing a child protection need in your child's/youth's that requires an intervention:
- a. High extent
  - b. Moderate extent
  - c. Low extent
  - d. No extent at all
9. Kindly state the extent to which your opinions and views as a primary stakeholder in this CYDC are sought when decisions are made on the best course of action to be taken in dealing with the identified child protection need/problem:
- a. High extent
  - b. Moderate extent
  - c. Low extent
  - d. No extent at all
10. In your opinion, how does stakeholders' involvement in programs identification influence the implementation of child protection programs?
- .....
- .....
- .....

**SECTION C: STAKEHOLDERS' INVOLVEMENT IN PROGRAMS PLANNING**

11. To what extent are you invited in planning meetings for child protection interventions in your CYDC where a strategy with clear goals and objectives is developed?
- a. High extent
  - b. Moderate extent
  - c. Low extent
  - d. No extent at all
12. To what extent can you say you are involved in the following aspects of planning in child protection programs established by your child's/youth's CYDC?



(Kindly tick as appropriate by using the scale where 1=No extent at all, 2=Low extent, 3=Moderate extent, 4=High extent)

Aspect	1	2	3	4
Development of a budget				
Development of work plans and activity schedules				
Tasks allocation to different stakeholders				
Procurement of the needed materials				
Mobilizing local resources including human resources and experts				
Development of a monitoring and evaluation plan				

13. How would you say stakeholders' involvement in programs planning influence implementation of child protection programs?

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

**SECTION D: STAKEHOLDERS' INVOLVEMENT IN PROGRAMS EXECUTION**

14. Kindly rate the extent to which you are involved in the day to day running and execution of child protection programs plans.

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

15. Majority of the child protection programs initiated by the CYDC involve capacity building activities such as training on child abuse, child rights and child protection. To what extent are you invited for these capacity building programs/activities?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

16. To what extent level are you invited to meetings where progress of execution of work plans and utilization of budgets on child protection programs are discussed?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

17. To what extent are you always consulted in making any needed changes in the initial plans and budgets for child protection programs to remain on track and achieve set goals and objectives?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

18. Kindly give your views on what you think is the influence of stakeholders' involvement in programs execution on implementation of child protection programs:

.....

.....

.....

**SECTION E: STAKEHOLDERS' INVOLVEMENT IN PROGRAMS MONITORING AND EVALUATION**

19. To what extent are you always invited to monitoring meetings to check on the progress of plans execution for child protection programs in your child's/youth's CYDC?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

20. To what extent would you say your opinion is sought in taking corrective measures on identified hindrances to proper execution of plans for child protection programs in the CYDC?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

21. To what extent does your child's/youth's CYDC often seek your views while developing monitoring and evaluation reports for child protection programs?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

22. To what extent are forums organized in your CYDCs where stakeholders come together to give feedback and share lessons learnt during execution of child protection programs?

- a. High extent
- b. Moderate extent
- c. Low extent
- d. No extent at all

23. What is your opinion on how stakeholders' involvement in programs monitoring and evaluation influence implementation of child protection programs?

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

**SECTION F: IMPLEMENTATION OF CHILD PROTECTION PROGRAMS IN YOUR CYDC**

24. To what extent would you say the following aspects on implementation of child protection programs in your child's/youth's CYCD are achieved as a result of stakeholders' involvement in the programs' identification, planning, execution and monitoring and evaluation? ((Kindly tick as appropriate by using the scale where 1=No extent at all, 2=Low extent, 3=Moderate extent, 4=High extent)

Aspect	1	2	3	4
Increased Caregivers' knowledge on child rights and protection				
Increased programme participants' knowledge on child rights and protection				
Reduced cases of child abuse				
Sustainability of child protection programs				

**THANK YOU VERY MUCH**

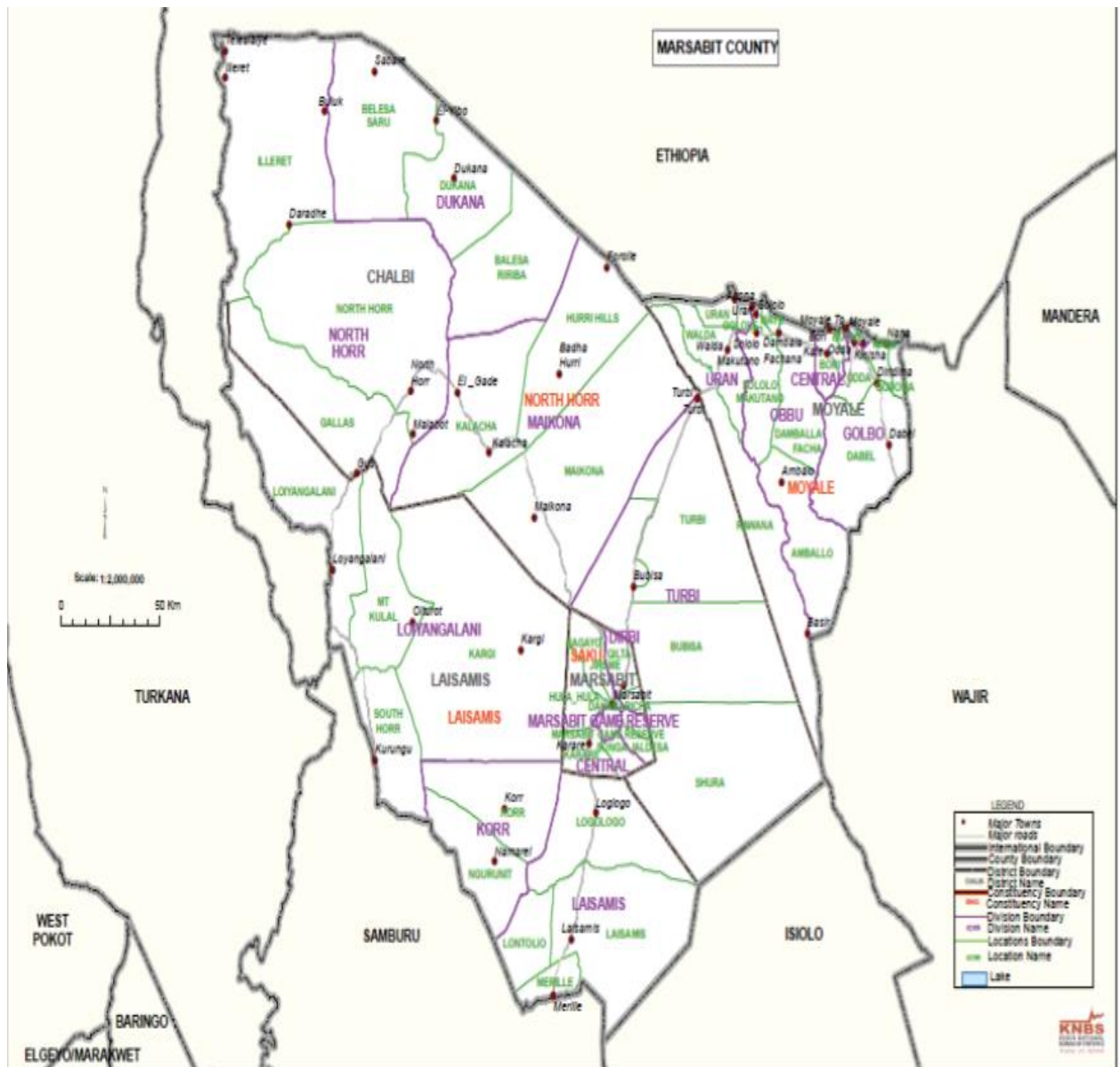
## **APPENDIX II: INTERVIEW GUIDE FOR ACCOUNTABILITY STRUCTURE MANAGEMENT (ASM) MEMBERS AS KEY INFORMANTS**

Thank you so much for getting time for this interview. Its purpose is to collect data on the effects of stakeholders' involvement like you in programs identification, planning, execution, monitoring and evaluation on implementation of child protection programs in your CYDC. Your responses will be held with a lot of confidentiality. Welcome.

1. What is your education level?
2. What role do you play and for how long have you played this role in this CYDC?
3. Would you mention some of the child protection programs that your CYDC carry out regularly?
4. To what extent would you say you are involved in identification, planning, execution, monitoring and evaluation of child protection programs in your CYDC?
5. On programs identification, to what extent do you believe you are involved in child protection needs assessment?
6. Do you believe you are adequately involved in prioritizing child protection needs and making decisions on the best courses of action to deal with the need? If yes, how? If no, why do you think you are not involved?
7. Do you think your participation in programs identification has any influence on the implementation of child protection programs in your CYDC?
8. To what extent are you involved in planning for the child protection programs established in your CYDC?
9. What aspect (s) of planning of child protection programs can you say you are involved in?
10. How does your involvement in planning for child protection programs affect their implementation?
11. Are you highly involved in the execution of child protection programs work plans, activity schedules and budgets? If yes, how? If no, why?
12. Do you think your involvement in execution plays a role in successful implementation of these programs? If yes, how? If no, why?
13. To what extent are you invited to make views and provide feedback during monitoring and evaluation of these programs before a making a final report?
14. To what extent would you agree that stakeholders' involvement in implementation of child protection programs leads to: increased caregivers' knowledge on child rights and protection, increased programme participants' knowledge on child rights and protection, reduced cases of child abuse at the CYDC and sustainability of child protection programs?

**THANK YOU**

### APPENDIX III: THE RESEARCH LOCATION MAP



Source: Marsabit County Revised CIDP, 2017

## APPENDIX IV: INTRODUCTION LETTER

William Waithaka,  
P.O. Box 74244-00200,  
NAIROBI.

30<sup>th</sup> March, 2022

TO WHOM IT MAY CONCERN:

Dear Sir/Madam:

**REF: A LETTER TO MY RESPONDENTS**

I am a student at the University of Nairobi pursuing a Master of Arts Degree in Project Planning and Management. I am currently conducting a research on **Stakeholders' Involvement and Implementation of Child Protection Programs by Charitable Organizations in Kenya: A Case of Five Compassion International's Projects in Marsabit County**. This is meant to fulfil an essential requirement for the award of Masters in Project Planning and Management.

I humbly request you to provide the needed data which I require for this study through the provided study instruments. Your responses will be handled with a lot of confidentiality and will only be used for this academic study. Kindly also note that your identity will not be revealed to anyone by any means. Your determination to provide the information will be highly appreciated. Thank you very much.

Yours Faithfully,

William Waithaka

L50/36672/2020

