

**INFLUENCE OF STAKEHOLDERS' PARTICIPATION ON
PERFORMANCE OF CHARITABLE CHILDREN INSTITUTIONS IN
KISUMU EAST SUB-COUNTY, KISUMU COUNTY, KENYA**

BY

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for the Award of the Degree of Master of Arts in Project Planning and
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DECLARATION

This project report is my original work and has not been presented for an academic award in any other University.

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L50/84561/2016

This project report has been submitted for examination with my approval as University supervisor

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DEDICATION

This research project report is dedicated to my wife Jackline Kemuma for her moral support, encouragement and financial support during my entire study period.

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I acknowledge my loving father Mr. James Nyang'au Gecheo and in memory of my mother Jemimah Nyangate for their support and commitment towards my education achievement. To my children Collins, Cedrick, James and Immanuel who have been an encouragement as we have been learn together.

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ABBREVIATIONS AND ACRONYMS

ACHPR-	African Chatters for Human and People’s Rights
AIDS –	Acquired Immune Deficiency Syndrome
CBO-	Community Based Organizations
CDCO-	County Director of Children Officer
CWIQ-	Core Welfare Indicator Questionnaire (World Bank)
FBO –	Faith Based Organizations
GOK –	Government of Kenya
GST-	General System Theory
M & E-	Monitoring and Evaluation
NCCS-	National Charitable Children Services
NGO –	Non-Governmental Organizations
NPA –	National Plan for Actions
OVC-	Orphans and Vulnerable Children
PPP-	Public Private Partnership
SCCO-	Sub-County children officer
SPSS-	Statistical Package for the Social Science
SWORT –	Strength, Weakness ,Opportunities in Charts
UNDP –	United Nations Development Programmes
UNFPA –	United Nation Population Fund
UNICEF-	United Nations Children's Fund
WSC –	World Summit for Children

ABSTRACT

The main purpose of the study was to examine the influence of stakeholders' participation on performance of charitable children institutions in Kisumu East Sub-county, Kisumu county. Specific objectives of the study included; to establish to the extent to which stakeholders' participation in decision making influence performance in charitable children institutions in Kisumu East Sub-county, Kisumu County; to assess how stakeholders participation influence financial allocation influence performance in charitable children institutions in Kisumu East Sub-county, Kisumu county; to examine to the extent to which stakeholders participation in planning influence performance in charitable children institutions in Kisumu East Sub-county, Kisumu county and to establish to the extent to which stakeholders' participation in monitoring and evaluation influence performance in charitable children institutions in Kisumu East Sub-county Kisumu County. Descriptive survey research design was adopted and correlation research design. A target population of 760 residents was used in the study where a sample size of 100 respondents was picked who included; charitable children institution managers, boards of management, care givers and the project end users. A set of structured and unstructured questionnaires were used to collect data from respondents. Mixed sampling approach was applied including stratified sampling, purposive sampling, cluster sampling and simple random sampling. Data collected was analyzed by the help of a Statistical Package for Social Science (SPSS) version 21.0 and data presented in frequencies and percentages and summarized in tables and figures. Pearson correlation significance was used to test the objectives. Data analysis, presentation and interpretation was turpulated with the following findings; that decision making and project performance had a strong and positive correlation of $r = 0.492$, $p < 0.05$. On financial allocation and project performance the findings revealed that correlation of $r = 0.696$, $p < 0.05$ had a strong and positive correlation. The test results revealed that stakeholder participation in planning had a strong positive correlation with performance of charitable children institutions with a correlation of $r = 0.691$, $p < 0.005$ and finally monitoring and evaluation had a strong and positive correlation with performance of charitable children institutions where $r = 0.594$, $p < 0.000$. The study was concluded with summary of research finding, discussion, conclusion and finally the recommendations. The study successfully identified areas for further research for other scholars.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Death of parents or extreme poverty make children end up in Charitable Children's care plan all over the world. Categories of children placed in charitable children institutions range from abandoned, neglected, sexually abused, physically challenged, emotionally and psychologically abused orphaned, street children and children with disabilities. Various institutions provided non-family-based group setting which includes orphanages, small group homes, children's homes, children's villages or cottage complexes for care purposes and as an alternative to a children's home.

Worldwide much progress for children has been achieved since the United Nations established the Millennium Development Goals in 2000. However, there are major issues that children around the world face, including hunger, poverty, access to education and medical care, orphaned and abandoned children are at risk. UNICEF (2004) estimates that 153 million children worldwide are orphans. The actual figure is likely to be much higher, due to the proliferation of unregistered care institutions and the lack of data on vulnerable children. According to United Nations International Children's Fund UNICEF (1990) there are challenges which need serious attention to control or minimize the difficulties associated with children. UNICEF found out that countless children around the world are exposed to dangers that hamper their growth and development each day. They suffer immensely as casualties of war and violence; as victims of racial discrimination, apartheid, aggression, foreign occupation and annexation, as refugees and displaced children, forced to abandon their homes and their roots, as disabled, or as victims of neglect, cruelty and exploitation. Charitable children rose by 3% between 1989 and 2002. Countries with the highest rates of charitable children continued to grow faster. For instance, in Sri Lanka, the number of officially registered charitable children increased from 142 in 1991 to 500 in 2007. In Zimbabwe, 24 new care institutions for children were built between 1994 and 2004 and the number of children in residential care doubled. In Ghana, the number of homes has increased from ten in 1996 to more than 140 in 2009.

In Indonesia, the number of homes at least doubled within the last decade and may even have quadrupled. Some of these increases are due to the persistent use of

charitable children care within the formal child protection system, while other increases are due to the proliferation of unregulated and unlicensed institutions (save the children 2009). For this reason, charitable children projects target vulnerable children, who are the major beneficiaries in donor funded projects.

In Africa, orphaned and vulnerable children are observably increasing due to the poor cultural, political and social economic situation of countries generating a major humanitarian crisis for families in Sub Saharan Africa whose number of orphans stood at 35 million by 2010. The risk of orphan hood is a systemic shock affecting the whole African communities. Evans & Murray (2008) argue that vulnerable children deserve to be treated with dignity and respect as stipulated in the Article 19 of the African Charter on Human and People's Rights (ACHPR). The Article says: "All peoples (OVC inclusive) shall be equal; they shall enjoy the same respect and shall have the same rights." UNDP Human Development Index (2008) in Sierra Leone a quarter (26%) of its 2.8 million children is estimated to be at risk as orphans or vulnerable children. An assessment in 2008 recorded 48 children's homes, only four of which had existed before the civil war. Six more have been set up since the assessment. There were 1,871 children (1,070 boys and 801 girls) living in the 48 children's homes – 52% because of poverty, 30% because their careers had died, 8% because they had been abandoned and 5% because they had been neglected or abused. Of the 1,323 children where there is complete information, 62% were admitted by the staff of the children's home without consulting the local authorities, 28% were referred by parents or relatives and 5% by the Ministry. For example, a government study in January 2009 concluded that only eight of the 148 known orphanages in Ghana were licensed. Millions of children who live in orphanages and other forms of residential care are among the most vulnerable in the world. They are at increased risk of abuse and neglect due to the poor standard of care found in many care institutions.

The population of Kenya is enumerated at 38.6 million during the 2009 Kenya population housing census (Kenya Census 2009). The population has since increased to 50.95 million in 2018. It is estimate that there are approximately 3.6 million children who are under 18 years who have been orphaned or who are vulnerable Kenya AIDS Indicator Survey (KAIS 2012). Kenya is committed to improve the welfare of its children who are most vulnerable to social – economic hardships. With regards to children, the Government of Kenya (GOK) formulated the National Plan of

Action (NPA) for children in 1992 soon after the World Summit for children (WSC) which was held in 1990. The main objective of this plan was to identify issues affecting children and the strategies to address them.

The state of OVC has been a matter of great national concern with death of parent(s), extreme poverty, conflicts, abandonment, neglect, abuse and disabilities being among factors that make children end up being vulnerable. CWIQ Survey (2006) indicated that 0.4% of children under the age of 18 in Kenya were orphans who have lost both parents. Ladan (2006) observes that obligations to uphold OVC's rights are grossly lacking when viewed against the various manifestations of child abuse. It is commonly accepted that participatory approaches and partnerships in collaborated with so many people inside and outside charitable children care are essential for improving the livelihoods of the vulnerable children to pull together methods for supporting the participation in various contexts.

Kenya's child population is estimated to be 53% with an annual growth rate of 2.2% (Kenya National Bureau of Statistics, 2010). In addition, there are 2 million orphaned children in Kenya 13% of all children, 900,000 have been orphaned by AIDS (World Bank Report, 2011) this represents most of the vulnerable children that are the beneficiaries of charitable children institutions. Embleton, et al. (2014) identifies and describes four broad program models of care for orphaned and separated children in various care centers.

Kisumu is one of the three city-counties of Kenya with a population of 968,909 (National Census 2009). In Kisumu county 16% of children aged below 18 years are not living with a biological parent. 20% of the children below 18 years in Kisumu county, one or both parents is dead Kenya National Bureau of Statistics (2011). The study sought to investigate the influence of stakeholders participation on performance in charitable children in Kisumu East Sub County as the area of study.

1.2 Statement of the Problem

Charitable children institutions have mushroomed all over the county due to the increase number of orphans and other vulnerable group of children. UNICEF (2004) establishes 143 to 210 million orphans worldwide among which eight million are boys

and girls around the world are under charitable children care. Evans & Murray (2008), argue that vulnerable children deserve to be treated with dignity and respect as stipulated in the Article 19 of the African charter on Human and people's rights (ACHPR).

A clear understanding of the introduction of stakeholders' participation on performance of charitable children institutions led to project performance leading to ownership and sustainability. Charitable children managements failed to give direction of the stakeholders' composition as the governing body of the project. Loss of funds, incomplete infrastructure, poor management, poor planning, poor communication systems, reporting systems, funds disbursement, accounting, auditing and monitoring systems, misuse of resources and low-quality children management programs are some of challenges emanating from lack of involvement of stakeholders. It is based on the background that this study investigated the influence of stakeholders' participation on performance in charitable children in Kisumu East Sub-county, Kisumu County.

1.3 The purpose of this study

The purpose of the study was to investigate the influence of stakeholders' participation on performance of charitable children institutions in Kisumu East Sub County, Kisumu County, Kenya.

1.4 Objectives of the study

This study was guided by the following research objectives:

- a) To establish to the extent to which stakeholders' participation in decision making influence performance in charitable children institutions in Kisumu East Sub-County, Kisumu County.
- b) To assess how stakeholders participation influence financial allocation on performance in charitable children institutions in Kisumu East Sub-County, Kisumu county.
- c) To examine the extent to which stakeholders participation in planning influence performance in charitable children institutions in Kisumu East Sub-County, Kisumu county.

d) To establish the extent to which stakeholders' participation in monitoring and evaluation influence performance in charitable children institutions in Kisumu East Sub-County Kisumu County.

1.5 Research Questions

The study investigated the following research questions:

a) How does stakeholders' participation in decision making influence performance of charitable children institutions in Kisumu East Sub-County Kisumu County?

b) To what extent does stakeholders' participation in financial allocation influence performance of charitable children institutions in Kisumu East Sub-County Kisumu County?

c) How does stakeholders' participation in planning influence performance of projects in charitable children institutions in Kisumu East Sub-County Kisumu County?

d) To what extent does stakeholders' participation in monitoring and evaluation influence performance of projects in charitable children institutions in Kisumu East Sub-County, Kisumu County?

1.6 Significance of the Study

The research findings and its recommendations may contribute new knowledge to several project stakeholders by providing more information to enable them perfect their work towards serving vulnerable children better for now and in the future. The information may enhance effective decision making, improve planning strategies, strengthen funds allocation and improve monitoring and evaluation. Knowledge and skills acquired to improve leadership and management skills to enable improve performance and engage positively with all charitable children stakeholders. It may provide information to the government to amend and develop charitable children institutions policies and regulations.

To future researchers and academicians who are interested in carrying out similar research to acquire new knowledge for further research to identifying gaps to research on and build on the topic of influence of stakeholders' participation influences performance on charitable children projects.

1.7 Delimitation of the Study

Charitable children institutions are spread all over in many parts of the country, Kisumu County is not unexceptional, and therefore the study focused on stakeholders' participation on performance of charitable children institutions in Kisumu East Sub County. The study was limited to four independent variables including decision making, financial allocation, planning and monitoring and evaluation. The study linked key respondents including site managers, board of management, care givers and project end users. The study was carried out to completion within a period of three months.

1.8 Limitations of the Study

The impending challenges that were encountered were impassable roads which increased high research cost. Charitable children institutions were also scattered all over Kisumu East sub-county. Some of them were in the interior places which also increased costs. Time was the key factor during the research to carry out the research. Resistance and reluctance by some respondents to participate in the study was witnessed. Some respondents refused and were not willing to share the information due to fear and intimidation from their superiors. Research tools that were used to collect data from respondents were questionnaires. Lack of effective communication among the research team was experienced due to various interests whose outcome delayed the research findings. Unpredictable climatically conditions also affect the research project and delays too.

The challenges were addressed focusing on these solutions; regarding the first assumption with impassable roads to increase the research cost the researcher used motor bikes and send the research instruments electronically. In relation to the second change the researcher trained more research assistants helped reach more respondents easily. With challenge three, the researcher kept respondents' information anonymous and told them that the study was meant for academic purposes. In regard to challenge four, the researcher used simple local language for easy understanding to avoid language barrier, the researcher engaged local assistant researchers for translation. With unpredictable climate, the researcher equipped himself with umbrella, rain jacket and gumboots.

1.9 Assumptions of the Study

Several assumptions were held constant in this study including that respondents were willing to participate in answering questions voluntarily by use of the research instruments to be provided to them to enable achieve optimal collection of data based on the four study objectives.

Secondly, that the four objectives under study (decision making, project planning, financial allocation and monitoring and evaluation) were the major factors influencing the project performance charitable children projects.

Third, respondents were willing and shall cooperate to provide accurate and reliable information by answering questions correctly and be objective. Finally, that the research was carried out as recommended by the University of Nairobi thesis writing requirements, that the data was collected by the researcher was a true representation of the total research population and the report shall be published.

1.10 Definition of Significant Terms used in the Study

A child: -Any human being under the age of eighteen years.

Charitable Children Institution: - Giving back to children of all ages who are in need by doing something for them, by sharing the gifts of generosity, selflessness and compassion from all backgrounds to make a difference in their life.

Performance of charitable children: - Effective completion of a task measured against known standards of decision making, planning, funds allocation and monitoring and evaluation in charitable children's care with application of knowledge, skills and abilities.

Stakeholders in Funds allocation:- Capital set aside to fund charitable children's welfare and physical assets to enhance performance.

Stakeholders in monitoring and evaluation:- A powerful management tool to help charitable children implementers to make informed decision making, planning and allocate fund to facilitate performance. The tool helps to track charitable children progress and help to provide feedback to enable reporting based on evidence.

Stakeholders participation in decision making:- Individuals or organizations who may directly or indirectly, positively or negatively affect or be affected by the activities of a proposed intervention package. In this case, therefore the study will focus on charitable institutions management, change agencies, FBO, beneficiaries, the community and government officials since they are the key stakeholders in the projects.

Stakeholders participation in planning:- A process of continuous planning of stakeholders in participation to influence performance on charitable children in coordination, designing and corporations.

1.11 Organization of the Study

This research study was organized into five chapters. Chapter one of the study explored worldwide perspectives of charitable children who were scaled down to Kisumu East sub-county in Kisumu county Kenya as the background. The focus was towards the statement of the problem, purpose of the study, objectives of the study, research questions and significance of the study, limitations of the study, delimitations of the study, assumptions of the study, definition of significant terms and finally the organization of the study.

Chapter two of the study comprised of literature review on various themes including, introduction, stakeholders' participation in decision making on performance of charitable children, stakeholders' participation in funds allocation on performance of charitable children, stakeholders' participation in decision making on performance of charitable children, stakeholders participation in monitoring and evaluation on performance of charitable children, theoretical framework, conceptual framework and finally summary of literature.

Chapter three of the study comprised of methodology through introduction, research design, target population, sample size, sampling procedure, data collection instruments, pilot testing of the instruments, validity and reliability of the research instruments, data collection procedures, data and analysis techniques, ethical considerations and operational definition of the variables.

Chapter four presented the analysis of the research findings and interpretation of results while chapter five presented a summary of findings, discussions, conclusions and recommendations. Suggestions for further research were also included in the chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two reviewed existing literature related to research problem outlined in chapter one focusing on main variables of the study which if addressed will lead to successful implementation of charitable children objectives. The parameters investigated included stakeholders' participation in decision making and performance of charitable children institutions, stakeholders' participation in planning and performance of charitable children institutions, and stakeholders' participation in funds allocation and performance of charitable children institutions, stakeholders' participation in monitoring and evaluation and performance of charitable children institutions, theoretical framework, conceptual framework and literature gap and the summary of literature review of the study.

2.2 Stakeholders participation in decision making and performance of charitable children institutions in Kisumu East Sub County.

The concept of participatory in decision making by stakeholders to influence performance in charitable children institutions is very important in projects' lives today. Preston (1999) traces the notion of stakeholders back to the great depression in the United States (1929-1941) when the General Electric Company defined four major stakeholder groups - shareholders, employees, customers, and the public. One of the advantages of involving participation of stakeholders in charitable children institutions in decision making is to create a greater sense of ownerships, morale, sustainability and commitment among stakeholders. Simmons, (2003) is of the view that incorporating stakeholder views in decision-making processes enhances organizational performance and commitment. Therefore, it is the duty of the project leaders to come up with stakeholders' analysis process to enable come up with the right project stakeholders. The stakeholder analysis is the process of identifying and analyzing stakeholders, and plan for their participation (Rietbergen-McCracken et al. 1998). However, stakeholders' participation in decision making is a tool towards the enhancement of effectiveness and efficiency in charitable children performance.

Decision making has both normative benefits (such as citizenship and legitimacy) and instrumental benefits (such as better decisions, economic growth, and organizational performance (Yang & Pandey, 2011). Decision making is the process of making choices by identifying a decision, gathering information, by observation and assessing alternative resolutions. Stakeholder participation in decision making improves service delivery by affecting its key determinants including a locative efficiency, accountability, reduction of corruption, promotion of equity, provision of quality of service and cost recovery (Robinson, 2007). Therefore, decision making is a collective responsibility by all the project stakeholders for influencing performance. This approach increases the chances of choosing the most satisfying alternative possible in projects by choosing between two or more courses of action.

According to Rauschmayer and Wittmer (2006) engaging representative stakeholders is utilized to enrich the knowledge that supports the decision-making process through local expertise; to enhance decisions legitimacy and to build institutional capacity. According to Newing and Frish (2009) when integrated in a formal decision-making process, stakeholders' participation becomes a bureaucratic procedure and, as such, is exposed to many drawbacks. Lubell et al. (2008) emphasize that in these situations, it is necessary to evaluate the process, decisions, and consequences, in a single integrated assessment. Franklin et al. (2009) suggested that public hearings are more likely to influence decision making than surveys and citizen advisory boards, whereas surveys and citizen advisory boards are more likely to lead to functions of gaining support. Participatory decision making may take place in any phase of a project cycle. Many "rational" policy decisions are made using the policy analysis process. According to Lang, a decision is rational to the extent that it is shown empirically to match the best available means of achieving a given end (Lang, 1986). When citizens are involved in participation they cultivate ownership of the policy decisions undertaken and thus increases their willingness to pay for services hence there are higher chances of cost recovery in any charitable children care. Stakeholders' involvement is not a technique, but a strategy, approach or philosophy. "There is no one way to do stakeholders' involvement. What works one place may not work someplace else...." It is not the technique as much as the [attitude of the people] who employ the technique that is important (DelliPriscolli, 1993, p. 68). Scholars have also given the opinion that charitable children success concerns not only cost, time and

quality but also overcoming micro and macro challenges, high illiteracy level, and lack of information, political dynamics and effective management of the interest groups (Mallak et al., 1991; Bourne and Walker, 2004; Jepsen and Eskerod, 2008). Lerbinger (2006) stated that organizations that engage in overcoming challenges by building consensus among development actors, project managers and community on the need for active participation of stakeholders in decision making are more likely to succeed.

This was enabled effectively by completion of tasks measured against known standards of decision making in charitable children institutions with application of knowledge, skills and abilities by stakeholders to enhance performance.

2.3 Stakeholders participation in project financial allocation and performance in charitable children institutions in Kisumu East Sub County.

In both developed and developing countries, funds are set aside to fund charitable children's welfare and physical assets to enhance performance. Some are financed by governments and private providers, including local and international NGOs, faith-based organizations, private businesses and concerned individuals. Governments' finds ways to finance charitable children and one of those additional resources are funds support from donor agencies community.

World widely participation in budgeting and funds allocation emerged in Porto Alegre and has spread to hundreds of cities in Latin America and all over the world. The technique has been applied effectively in learning institutions with an aim of enhancing performance by transforming project priorities into concrete project proposals (Munton, 2004). In 2007, the India Human Rights Commission reported that 90% of the 11 million charitable children in India were girls. A 2005 survey of 1,836 children living in child care in North-East Sri Lanka, for example, found that 40% had been placed into care due to poverty (Save the children 2009). Institutions are also popular with governments, donors and organizations keen to show 'results. Some governments, international donors, local donors and other organizations are put off by the decentralized and 'messier' structures needed to support family-based care. For example, an analysis of care provision in Romania, Ukraine, Moldova and Russia concluded that the cost-per-user for institutional care is six times more expensive than providing social services to vulnerable families or voluntary kinship careers, and three

times more expensive than professional foster care. They also provide a vital fundraising model for many small and large NGOs and faith-based organizations, which are dependent on donations for their own organizational survival. International Guidelines for the Appropriate Use and Conditions of Alternative Care for Children (2009) provide the framework for tackling the harmful institutionalization of children.

Kenya, charitable children care was initiated by church-based organization, community-based organizations, individuals and the county government. Funding such projects was mainly through donor communities, through loans and grants, income through public services and revenue collection sources for those funded by the county government. A Financial plan therefore, was a very important component in any charitable children to enhance performance. According to Kwak (2002) although there was sufficient budgetary allocation and funding for community development project by world bank and other donor communities, several donors' funded projects have failed to be successfully implemented due to managerial and organization challenges. Stakeholders should prepare every major expense category, such as administration cost, financial cost and operational cost. According to Pingali et al. (2005) in developing economies include limited access to information, financial constraints and cost of participation. These are mostly reflected in the hidden costs that make it difficult to access input and output. Transaction costs are also the embodiment of access barriers to full participation for most poor smallholders (Delgado 1999; Holloway et al. 2000). The main function and role of charitable children stakeholders was to solicit, mobilize and allocate resources to each department. According to Cole (2009) the other relatively unexplored area of source of resource mobilization is for Non-Governmental Organizations to actively pursue non-financial resources. So, this calls for a well laid work plan procedures that shall facilitate the process.

Commercialization studies such as Goetz (1992), Key et al. (2000) and Makhura et al. (2000) have identified high transaction costs as one of the key reasons for stakeholder failure to participate in charitable children management. Participatory budgeting reflects stakeholder participation in the budget process to enable effective project funds allocation. Although stakeholder participation in general has drawn concerns about administrative costs and the representativeness of participants (Robbins. Simonsen & Feldman 2008) there has been a continued advocacy for promoting

stakeholder participation in charitable children institutions practices, including the budgeting process which will result to effective project financial allocation to all project departments. Such advocacy has been supported by previous research evidence. For example, studies have demonstrated that stakeholder participation can enhance the performance of public programs (Guo & Neshkova, 2012 & Sirianni, 2009). To effective decentralization, stakeholder participation improves service delivery by affecting its key determinants including a locative efficiency, accountability and reduction of corruption, equity, and quality of service and cost recovery (Robinson 2007). It enhances a locative efficiency by providing the means for ‘demand revelation thus matching of allocations to user preferences’ (Azfar. et al. 1999). Stakeholder participation will facilitate information dissemination and increases public awareness on the actions of charitable children. The research sought to study the effects that are accompanied by lack of effective involvement in stakeholders’ participation in the allocation of funds in charitable children institutions to influence performance.

2.4 Stakeholders participation in planning and performance in charitable children institutions in Kisumu East Sub County

Participatory planning in charitable children requires the involvement of concerned stakeholders. This includes identifying public concerns and values and developing a broad consensus on planned initiatives. It is also about utilizing the vast amount of information and knowledge that stakeholders hold to find workable, efficient and sustainable solutions (CAP-NET 2008). Project planning is a discipline of studying how to complete a project within a certain timeframe, usually with defined stages and with designated resources. Everyone who was affected by the project intervention was involved in effective planning process, there was strong and effective representation for everyone involved who was intended to benefit. Stakeholders’ involvement was facilitated by achievements of charitable children objectives through planning process, which resulted to project development and sustainability. Stakeholders’ participation’s role in project planning charitable children was to be actively being involved in planning process throughout the project life cycle. Freeman (1984) gives the traditional definition of a stakeholder as any group or individual who can affect or is affected by the achievement of the organization’s objectives. In this case therefore stakeholder concept redefines charitable children. The whole concept was about what

charitable children institutions were to be and how the concept was to be conceptualized by stakeholders during the planning phase. According to Friedman (2006) the organization itself was to be thought of as a grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This enables the organization to benefit from the association with stakeholders. Rao (2001) defines planning as a common thread that intertwines all the activities from conception to commissioning and handing over the clockwork to client.

The main purpose was to plan for availability of time, cost, scope and resources adequately to estimate the work needed and to effectively mitigate charitable children risks during execution. Planning is a communication process where people with different views and ideas share on how a desired situation should look like and how they are likely to get there and how to express these ideas together and reach a consensus (Chikati 2009). Project stakeholders in charitable children was committed in participatory planning to translate the project desirable variables into workable actions by planning up-front focusing factors like time, budget and schedule. Many projects have stalled or collapsed because of lack of stakeholders' participation processes involving people and because of these lapses management gaps emerge and threaten the survival of the projects and their fruition (Mulwa 2008). This was the research gap the study intended to research on to gain new knowledge on the study. Stakeholders' involvement in planning was paramount in charitable children projects to achieve performance. To maintain the planning process facilitators were involved to plan and guide the process.

Appropriate planning and effective management was likely to help charitable children benefit and move from a level of dependency to that of self-reliance with the resultant effect of scaling down poverty. In the case of traditional rational planning and policy analysis processes typically there are five or six steps. Patton and Sawicki outline six steps in the policy analysis process which include, problem definition, identification of goals and objectives, development of alternatives, development of evaluation criteria, identification of the "best" alternative and monitoring and evaluation of the outcome (Patton & Sawicki, 1986). Harold (2003) argues that project management is planning, directing and controlling of company resources for a relatively short – term project which has been established for the completion of specific goal. This required participation of stakeholders in children's needs identification in charitable children

sites through participation in planning, management and evaluation of charitable children institutions programmes.

Participatory processes need to foster a shared understanding of a problem and whether the participants involved feel empowered and contribute all at the same level (Dukes 2004). Public involvement projects can be costly, time-consuming, and ineffective when not implemented in appropriate situations or with appropriate design and execution (Korfmacher 2001). Participation carries with it feeling of ownership and builds a strong base for the intervention in the projects.

Planning process provides access to a broader range of perspectives and ideas and brings participatory planning approach avoiding pitfalls caused by ignorance of the realities of the charitable children as the main target groups. Planning helps in reducing uncertainty, increases understanding of the goals and objectives to be achieved and improves resource efficiency (Wysocki&McGray, 2003). A participatory planning process builds trust in charitable children, the community and individuals involved as stakeholders. Stakeholders' role in planning was guided by the project objectives to certify the vulnerable children's needs. For effective project management to take place, planning for time, cost, designing and developing strengths weaknesses opportunities and threats (SWOT) analysis is paramount (Nijkamp et al., 2002). During project planning process the project scope is defined, developed, managed and identified and scheduled to enable project activities to be implemented within the project cycle. It is clear therefore that if project planners fail to plan then the entire project will not meet its set objectives and hence prone to failure. Lang suggests that traditional comprehensive and strategic planning processes are insufficient for current resource management planning and advocates a more interactive approach to planning. Lang suggests that: An integrated approach to resource planning must provide for interaction with the stakeholders in the search for relevant information, shared values, consensus, and ultimately, proposed action that is both feasible and acceptable (Lang, 1986).

According to Rao (2001) the benefits of systematic planning has been broken down complex activities into manageable chunks, determining logical sequences of activities, providing a logical basis for making decisions, showing effects on other systems, providing framework for the assessment of programmes, allowing lessons to

be learned from practice and facilitating communication of ideas in a logical form to its users. Stakeholders participate in implementing planning framework where they are engaged in meetings which are the basis of planning, status updates from project teams and monitoring and evaluation progress through feedbacks and reporting process. Carley (2006) argues that the structure of local public private partnerships encourages stakeholder participation as a primary success factor for project planning.

2.5 Stakeholders participation in monitoring and evaluation and performance in charitable children institutions in Kisumu East Sub County

Project monitoring is a continuous and periodic review and overseeing of the project to ensure that input deliveries, work schedules, target outputs and other required action proceed according to plan (UNFPA, 1990). This is a tool which was used to promote good governance, modern management practices, innovation and reforms and better accountability. Monitoring is continuous process of collecting information at regular intervals about on-going projects or programmes concerning the nature and level of their performance. Project monitoring is an on-going activity to track project progress against planned tasks to ensure that charitable children activities are moving towards the right direction to achieve its initial self-set-objectives. Governments like Colombia, Chile, and Indonesia are all undergoing fiscal decentralization, and are looking to build and extend evaluation responsibilities down to the local level. Evaluation has also been used for different purposes over the years. In some countries, for example, early evaluations in the 1960s and 1970s studied ways of improving social programs. Later in the 1980s and 1990s, governments used evaluation to conduct budgetary management, for example, by examining ways to reduce expenditures and cut public programs. As noted earlier, efforts to develop M&E systems have spread to developing countries many having been driven by the desire to meet specific donor requirements, international development goals, or, in some cases, both external and internal social and economic pressures, (Kuzek and Risk, 2004).

Charitable children institutions evaluation was viewed as the process of systematic collection, analysis and interpretation of project related data that was used to understand how the project is functioning in relation to the project objectives. It is a process of ascertaining decision areas of concern selecting appropriate information

and collecting and analyzing information to report summary data useful to decision makers in selecting among alternatives (Alkin, 1969). Therefore, evaluation is a systematic collection, analysis, interpretation and presentation of project related data to explain, describe and predict the project results, value and effectiveness of the project with the aim of facilitating decision making to enhance performance. This is based on the understanding that the process through which a project is managed has a lot of effect on its use, operation and maintenance, (Albert, 2004). According to Singh and Nyandemo (2004), ex-ante evaluation is pre-project evaluation undertaken before the implementation of a given project to assess the development needs and potentials of the target group to test project hypothesis or determine the feasibility of a planned project. This kind of evaluation is carried out during the planning phases of a project.

Models have been developed to help evaluation to be conducted systematically in projects. Dorin, Demmin and Gabel, (1990) defined a model as “A mental picture that helps us to understand something we cannot see or experience directly”. Scriven (1974) argues that the term “model” is loosely used to refer to a conception or approach or something even a method (for example, naturalistic, goal-free) of doing evaluation ‘model’ are to ‘paradigms’ as ‘hypotheses’ are to ‘theories’, which means less general but with some overlaps. Evaluation tools commonly used include a standard pre-set questionnaire through routine tracking of project progress, monitoring was to provide qualitative data which was to be used for designing and implementing project evaluation exercise. While formative evaluation was to be conducted during the development of the project to provide project managers with information necessary for improving charitable children institutions.

The process involves a systematic process of collecting data to assist decision making during the planning and implementation stages of a project, (Nadris, 2002). The methodologies used include direct observation, project files document perusal to enable compare the project progress, photographic recordings, and interviews with people on site. Kurze and Rist (2004) identify other complementary roles of monitoring and Evaluation. During this monitoring and evaluation exercise evaluators looked at indicators like, project work plans, activity progress report and project financial, procurement and overall management to enable achieve the project objectives. Patton (1986) emphasized that the process identifying and organizing

relevant decision makers and information users was the first step in evaluation. This requires focusing on stakeholders' key questions, issues and intended users.

This phase ensured sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved (Love et al., 2005). Monitoring and Evaluation process linked up all the operations within the project life cycle to satisfy the project objectives. Monitoring and Evaluation consists of those processes performed to observe project implementation so that potential problems and risks will be identified in a timely manner and corrective action be taken, when necessary, to control the implementation of the project. The key benefit is that project performance was observed and measured regularly to identify variances from the project management plan. In charitable children monitoring and evaluation was involved to measure the ongoing project activities, to monitor the project variables which include the cost, effort and the scope against the project management plan and the project performance baseline. Identify corrective actions to address issues and risks properly and by influencing the factors that could circumvent integrated change control to enable only approved changes to be implemented (Wayne and Wittig, 2002).

Evaluation reports serve many purposes. The central purpose is to 'deliver the message'- inform the audiences about the findings and conclusions resulting from the collection, analysis and interpretation of evaluation (Worthen, Sanders, and Fitzpatrick 1997). Monitoring and evaluation results are continuously disseminated to provide feedback to decision-makers. "Learning must therefore be incorporated into the overall programming cycle through an effective feedback system. Information must be disseminated and available to potential users to become applied knowledge.... Learning is also a key tool for management and, as such, the strategy for the application of evaluative knowledge is an important means of advancing towards outcomes.....Outcomes present more variables around which learning van and must take place" (UNDP 2002). Monitoring and evaluation therefore was a very important tool to determine the stakeholders' participation in influencing performance of charitable children institutions.

2.6 Theoretical Framework

This study was guided by drawing two different types of theories that are related to the subject of the study. The theories that supported this study are the general system theory and the theory of citizen participation. General system theory was outlined by Ludwig Von Bertalanffy (1968) its premise is that complex system share organizing principle which can be discovered and modeled mathematically. These theories contributed to the study by applying the principle of uniting all charitable children institutions stakeholders to work together as a whole to enable achieve desired objectives.

This theory is best suited in the current research under study due to its identified related to subsystems in stakeholders, participation, planning, decision making, funds allocations, monitoring and evaluation and performance in charitable children institutions. Citizen participation is a process which provides private individuals an opportunity to influence public decisions and has long been a component of the democratic decision-making process. The roots of citizen participation can be traced to ancient Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate "external" participation. Citizen participation was institutionalized in the mid-1960s with President Lyndon Johnson's Great Society programs (Cogan & Sharpe 1986). Project stakeholders had direct voices in project policy decisions making. Mize reveals that the term "citizen participation" and its relationship to public decision-making have evolved without a consensus regarding either it is neither meaning nor its consequences (Mize 1972). This theory contributed to this research gap by engage stakeholders directly to build consensus, identify acceptable solutions, and secure implementation of charitable children institutions. Success in interactive decision making, planning, funds allocation and monitoring and evaluation was measured on performance.

2.7 Conceptual Framework

The research study was guided by the interrelationship of variables in a diagrammatic network of independent variables. Conceptual framework comprises of independent, dependent and moderating variables. These variables are closely interlinked to each other to enhance performance of charitable children institutions. Independent variables are stakeholders' participation in decision making on performance on

charitable children institutions, stakeholders participation in funds allocation on performance on charitable children institutions, stakeholders participation in planning on performance of charitable children institutions and stakeholders participation in monitoring and evaluation on performance of charitable children institutions. Moderating variable is the Government policies. For this study relationship states that for performance of charitable children institutions to take place, stakeholders must participate in project decision making, project planning, project financial allocation and project monitoring and evaluation. Moderation variable was to facilitate the process of performance of charitable children institutions by linking dependent variable to achieve performance.

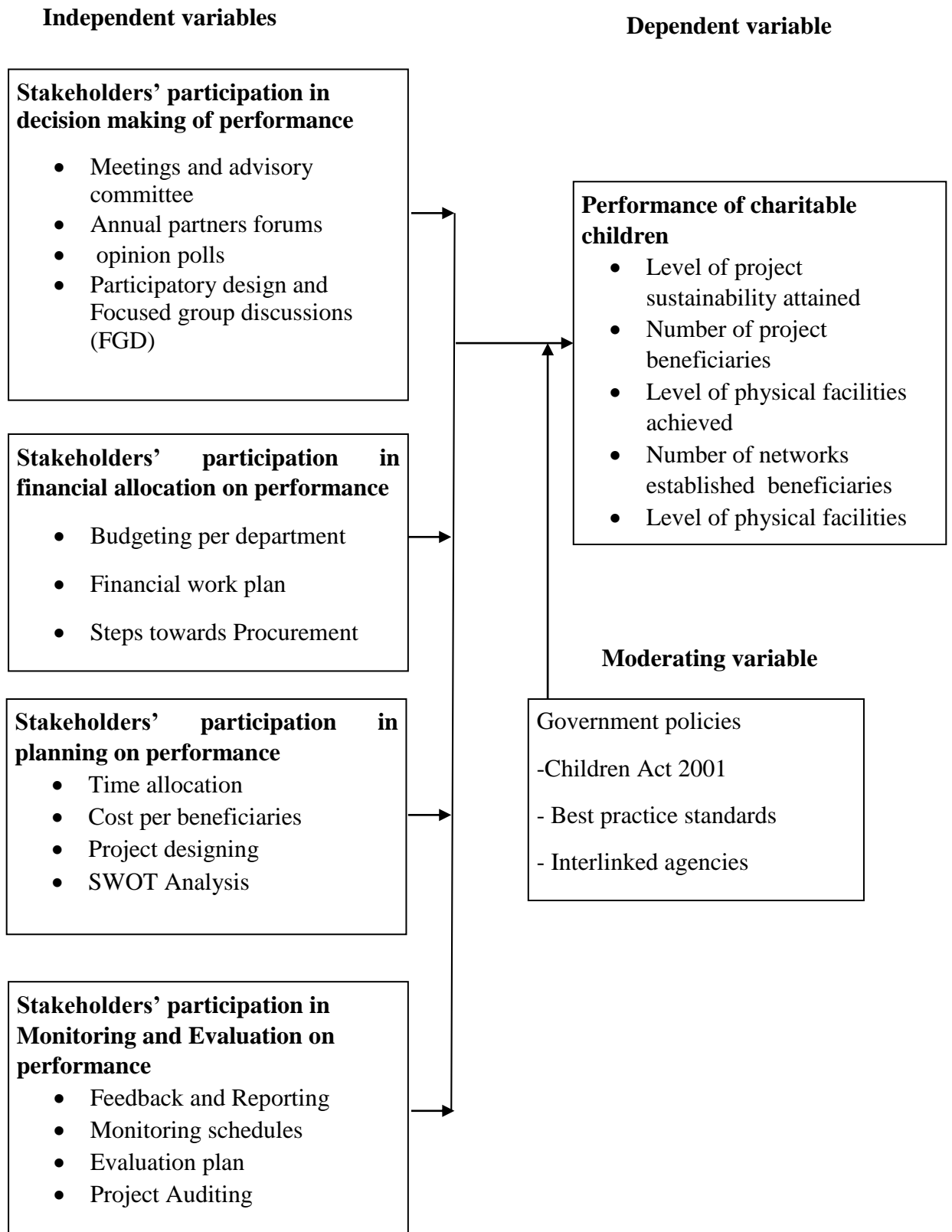


Figure 1: Conceptual Framework

Conceptual framework comprises of dependent, independent and intervening variables. These variables are closely interlinked to each other to enhance performance of charitable children institutions. Dependent variable in this case is the performance charitable children institutions while independent variables are stakeholders' participation in planning, stakeholders' participation in decision making, Stakeholders participation in financial allocation and stakeholders participation in monitoring and evaluation. Government policies represent moderating variables. For these study relationships states that for performance of charitable children institutions to take place then, stakeholders must participate in project planning, project decision making, and project financial allocation and project monitoring and evaluation. Moderating variables were to facilitate the performance of the institutions by linking dependent variable and independent variables to achieve performance.

2.8 Literature Gap

Variable	Author name & Year	Article Reviewed	Findings of the author	Knowledge gap
a) Stakeholders participation on decision making on performance of charitable children institutions.	Muchunu (2015)	Influence of stakeholders' participation in decision making process on the implementation of government funded projects. Case of Isiolo county.	Most citizens were not aware of the county budgeting process hence lack of stakeholders' participation in decision making.	To establish to the extent to which stakeholders' participation in decision making on performance in charitable children institutions.
b) Stakeholders participation on funds allocation on performance of charitable children institutions.	Okinda (2013)	Accountability of donor funding by NGO in Kisumu county.	The findings show lack of performance and transparency in NGO due to lack of stakeholders' participation.	To assess how stakeholders' participation in financial allocation on performance of charitable children institutions.
c) Stakeholders participation on planning on performance of charitable children institutions.	Muli (2016)	Determinants of programmes implementations in Kenya. A case of child protection programme in Malindi, Kififi county.	20% of the respondents said that stakeholders have no influence of child planning.	To examine the extent to which stakeholders' participation in planning on performance of charitable children institutions.
d) Stakeholders participation on monitoring and evaluation on performance of charitable children institutions	Hasan (2012)	Influence of stakeholders' participation on performance of charitable children in Kisumu East sub county.	The study established that monitoring and evaluation is a collective responsibility to all stakeholders.	To establish the extent to which stakeholders' participation in monitoring and evaluation influence performance of charitable children institutions.

The literature review gap had relationships that were interlinked from various early researchers. The study identified various researchers who have researched on different titles related to the title of the study generating knowledge gaps. The study critiqued on researched variables by comparing them with the current study variables to identify the research gap. The findings from different researchers created a knowledge gap that was researched on as shown on the research gap framework above. This study filled the research gap of influence of stakeholders' participation on performance of charitable children institutions in Kisumu East sub county, Kisumu County which was achieved through designed variables.

2.9 Summary of Literature Review

The study expounded on four themes that made the objectives of the study. The study on stakeholders' participation in decision making on performance of charitable children institutions was critically discussed. For performance to be realized in charitable children institutions, stakeholders must be involved in the process of decision making through meetings and advisory committees, forums, opinion polls and participatory design and focused group discussions. Charitable children institutions involved funds, so there was always the influence of stakeholders' participation in financial allocation on performance of charitable children institutions. For performance to be realized in the second theme stakeholders must be actively being involved in budgeting per department, financial work plan, steps involved in procurement and financial implementation plan. The study also focused on time allocation, the cost per beneficiary, project design and SWOT analysis. Finally, the study focused on stakeholders' participation in monitoring and evaluation on performance in charitable children institutions focusing on feedback reporting, monitoring schedules, evaluation plan and project auditing.

The study focused on theoretical framework focusing on general system theory and citizen participation theory whose research study based its argument. Finally, the study gave the conceptual framework which showed the relationship of independent and dependent variables to enhance performance of charitable children institutions while the moderating variables facilitated performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on various steps that were used to arrive at the research findings that addressed the research objectives, research question and problems of the study. The chapter contains in depth the research design, target population, sample size and sampling procedure, data collection instruments, pilot testing, validity of the instruments, reliability of research instruments, data collection procedures, data analysis techniques were discussed and ethical consideration.

3.2 Research Design

The research design applied descriptive survey research design study which helped to determine the relationship between the influences of stakeholders' participation on performance of charitable children institutions in Kisumu East sub county, Kisumu County. The descriptive survey research design examined the relationship of variables with representative group over a population. Orodho (2003) descriptive survey design is a technique used to gather information, summarize, present and interpret for clarification. Research design shows the procedure of conducting a research study while descriptive survey research design is a method of collecting information by interviewing respondents and administering questionnaires to a sample of individuals (Kothari, 2003). Descriptive studies are aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg & Gall, 1989). This method best suits this study by applying an element of quantitative technique method. Oso and Onen (2009) argued that, research design refers to the procedures selected by a researcher for studying a set of questions or hypothesis, this include researcher's choice of quantitative or qualitative methodology, and how if at all causal relationship between variables or phenomenon are to be explored. The method obtained information from larger sample of population.

Mugenda and Mugenda (2003) on the other hand gave the purpose of descriptive research as determined and reported the way things were done. It brought out information on attitudes that was difficult to measure by using observational technique. This method was used to describe the characteristics that existed in that

population. It gave a clear view of population at a single point in time and measurement of exposure prevalence in relation to the performance of charitable children institutions. The results obtained from this study predicted the effect of charitable children institutions stakeholders' involvement in influencing performance.

3.3 Target Population

The target population of this study focused on Kisumu East Sub County in Kisumu County. Target population in this context was defined as all the numbers of a real or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study (Burg & Gall.1989). Target population was the total target group in ideal world, the subject a researcher was interested with, in gaining information and drawing conclusions. The target population comprised of an aggregate of individuals with similar characteristics and in respect to the study. The study target population was defined as the total number of items, entities or individuals that were being studied by a researcher in a research study. Kothari (2006) defines it as "a specific set of individuals, cases or objects that have some common observable characteristics that were distinct from any other population". The entire population for the study whose data obtained was analyzed to draw conclusions of the study.

The target population for the study comprised of three categories of respondents in Kisumu East Sub County. The key informants were children institution managers and chairmen of management boards. Project beneficiaries were the end project users of charitable children institutions. The sampling method used for key informants, respondents was census. For end users respondents' probability sampling method, random sampling was applied. There were seven sub counties in Kisumu County and Kisumu East had one sub county children officer. There are 20 charitable children institutions with each consisting of an average of 20 – 25 children. Managers were 20, Board of management were 100, caregivers 140 and end users were 500. Therefore, the study was assumed to have approximately 760 individuals.

3.4 Sample Size and Sampling Procedure

A sample is a small part of a large population which is thought to be representative of the larger population (Prewitt, 1975). Orodho and Kombo (2002), sampling is the process of selecting several individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire population as elements under study were considered. Kothari (1985), describes sampling as the process of obtaining information about the entire population by examining only part of it. Sampling procedure was defined as a systematic process of identifying individuals for a study to represent the larger group from which they are selected (Mugenda and Mugenda, 2003). 20 charitable children institutions Krejcie and Morgan (1970) method were applied to determine the sample size.

$$S = \frac{X^2 NP (1-P)}{d^2(N-1) + X^2 P (1-P)}$$

s = required sample size

X^2 = Table value of chi-square for one degree of freedom at the desired confidence level

N = The population size

P = The population proportion (assumed to be .5)

D = The degree of accuracy expressed as a proportion (.05)

Based on Krejcie and Morgan's (1970) table for determining sample size, for a given population of 760, a sample size of 256 was needed to represent a cross-section of the population. To find out if the sample size recommended by Krejcie and Morgan (1970) was sufficient, the next section aims to illustrate the actual sample size using Munyoki Et.al (2012) based on Mugenda and Mugenda (2003) of 10% rule. Total population was 760, by applying the formula above; the following table showed the actual sample size of the target population.

Table 3.1: Sample size

Sample No.	Category	Target population	Sample size
1.	Board of management	100	13
2.	Care givers	140	18
3.	End users	500	66
4.	Managers	20	3
	Total	760	100

3.5 Data Collection Instrument

The study was conducted through descriptive survey design technique. Stratified sampling, simple random sampling and purposive sampling techniques were applied. The main tools that were used for collecting data included developed questionnaires and observation checklists. Data was analyzed using descriptive statistics and findings were presented in tables. The study employed tools for collecting data by use of unstructured interviews schedules, questionnaires, and observations checklists to collect primary data.

To collect secondary data content documents analyses were relevant to the influence of stakeholders' participation on performance in charitable children institutions were used. Denscombe, (1983) describes interviews as a form of oral questionnaires. The interviewee gave the needed information orally and face to face. Questionnaires schedules were a set form of questions, meant to be pointed to respondents in a prescribed sequence. In questionnaire, the instructions were self-administered but on the other hand the schedules corresponded to instructions generally for the trained interviewers who administered the schedule to the respondent (Mutai, 2000).

Many authors' assets that questionnaires are the most appropriate data collection tools particularly in survey studies (Kothari, 2004: Mugenda&Mugenda, 2009). In this study, questionnaires were administered to give respondents enough time to respond

who raised issues free from researcher's bias. The instruments used for collecting data had questionnaires section and observation checklist section. They had four sections each representing the study objectives with open ended questions which elicited in depth responses that allowed the study to capture attitude, opinions, feelings, views and perceptions. Close ended questions and probing questions were used especially for the end user respondents. Questionnaires and interview schedules were arranged according to the objectives of the study and finally the closing part. The questionnaire comprised of five parts, the first part captured respondent's demographics and the second part focused on the four research objectives of the study.

Interviews schedule were administered to specific respondents to help clarify issues during project implementation to gain more insight that were not captured by the respondents in the questionnaire process. Interview schedule had three parts, the first part was opening which captured the introduction of the interviewee, secondly the body which sought to get more information on the four variables under study and lastly the closing part.

Data collection methods applied in this study was administered by trained assistant researches. The instruments used included questionnaires, interviews guides and observation schedules. The questionnaires were structured to consist of thirty-three questions divided into five sections 'A', 'B', 'C' 'D' and 'E'. Section 'A' consisted of demographic characteristics of respondents. Section 'B', consisted of five questions which sought to answer the first research question on how stakeholders' participation influences project performance. Section 'C' consisted of six questions which covered the second research question whereas Section 'D' consisted of seven questions to test the third objective and 'E' consisted of ten questions which answered the fourth research question and section 'F' was the closing part. Gay (1992) maintains that questionnaires gave respondents freedom to express their views or opinions and to make suggestions.

A pilot testing was conducted where research instruments were subjected to a pilot study testing before the main study was undertaken (Kothari 2004). Instruments were piloted at random to respondents in two charitable children institutions in Kisumu County which were not included in the final study population to test the research instruments involved in the influence of stakeholders' participation on performance in

charitable children institutions in Kisumu East Sub-County, Kisumu County. The pre-testing respondents from the sample population allowed errors to be discovered before the actual data was collected. The intent of the pilot study was used to ascertain the validity and reliability of the research tools before conducting the main research. The participants of the pilot testing were not eligible to participate in the main study. This also checked that the instruments were to deliver the kind of data that was anticipated for.

Pilot testing helped to remove any ambiguities in the research instruments (Mugenda and Mugenda, 1999). Piloting is important because it was helpful to revealing deficiencies that was in a questionnaire (Mugenda and Mugenda, 1999), to address them on time. Pilot testing enabled the research to access the clarity of the questionnaire items so that those items found to be inadequate or vague to be modified to improve the quality of the research instruments to increase its reliability.

According to Munyoki and Mulwa (2012) validity is the quality that a procedure or instrument or a tool used in research is accurate, correct, true and meaningful. It is the degree to which the sample of the test represents the content that the test is designed to measure (Orodho, 2009). Internal and external validity of the research instruments were very important in the study to measure the correctness of the instruments. According to Mugenda&Mugenda (2003), determination of validity is primarily judgmental and intuitive. This was determined by use of a panel of people who judged how well the measuring instruments met the standards. This demonstrated the degree to which research findings were generalized to target populations and environments outside the experimental setting. The same result was obtained at other times and in other settings, keeping the key factors constant. This ensured the consistency and relevance of the problem questionnaire items that was formulated around the aspect of the problem being investigated.

The instruments were presented to my professional research supervisor Dr. Anne Nderitu who is an expert senior lecturer in school of open and distance learning at the University of Nairobi, to critique to ensure constant focuses of research tools were accurate and consistent with the study objectives. Based on her suggested corrections, reliability of the instruments was improved. The same tools was presented to a team of research experts in the defense panel, based on their recommendations, corrections

were affected accordingly to measure research objectives and the study contents were checked whether all the important aspects were covered. This was tested and boosted accuracy and meaningfulness of instruments.

Reliability is a measure of the degree to which a research instrument fields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). According to Walliman and Nicholas (2001), reliability, refers to the consistency of measurement and is frequently assessed using the test-retest reliability method. Data collection instrument must be reliable. This means it should have the ability to consistently yield the same results when repeated measurements are undertaken of the same individuals under the same condition (Orodho, 2009). Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Kirk and Miller (1986) identify three types of reliability referred to in quantitative research, which relates to, the degree to which a measurement was given repeatedly remained the same, the stability of a measurement over time and the similarity of measurements within a given time.

Mugenda and Mugenda (2003) defined reliability as a measure of the degree to which a research instrument yields consistent result or data on repeated trials. Research instruments were to be administered twice to the same group of respondents with similar conditions kept constantly after an interval of two week. Both the results from the tests were recorded, compared and correlated. A correlation of co-efficient of 0.5 or more was considered as appropriate to ascertain the reliability of the instruments.

The method however had certain difficulties as follows; Participants tends to remember their responses during their first test. The other difficulty was to determine a reasonable period between the two-testing periods (Mugenda, 2003). A test re-test technique was employed to ensure reliability of measured instruments. The instrument yielded a reliability index of 0.72 therefore they were adopted for study.

3.6 Data Collection Procedures

Questionnaires were hand delivered to respective respondents which were accompanied by a self-introduction letter. The respondents were requested to fill in the questionnaires in seven days from the day of reception of the tools, follow ups was made individually by visiting the respondents, through telephone calls and short messages. Reminders were also used to help maximize on the respondent rate.

These tools were used to collect primary data from the respondents while secondary data was collected from books, journals, newspapers and from internet resources. Four research assistants were trained who helped to administer the tools for collection of the required data. Researcher assistants were expected to collect data, compile and edit as soon as they were collected to ensure data integrity and forwarded the tools to the researcher for data analysis (Sapsford, 2007).

3.7 Operationalization of Variables

Operationalization is the process of strictly defining variables into measurable factors. The process defines fuzzy concepts and allows them to be measured, empirically and quantitatively (Graham W. 2016). Mugenda and Mugenda (2003) operationalization means finding and defining measurable and quantifiable concept in a summarized form to show the achievements of the research variables, specific objectives, and tools for analysis. Operationalization also sets down exact definitions of each variable, increasing the quality of the results, and improving the robustness of the research.

The process of putting something into operation is the process of expressing something in operational terms. Operationalizing variable means finding a measurable, quantifiable, and valid index for variable which include independent and dependent variables, by finding a way to manipulate the variable in such a way as to have two or more levels (Seibert, Diedrich, MacMillan, &Riccio, (2010). In this study the variables were manipulated to produce measurable results. Table 3.3 showed the operationalization of variable under study.

Table 3.2: Operationalization of variables

Objectives	Variables	Indicators	Measurement scale	Research approach	Tools of analysis
a) To establish the extent to which stakeholders' participation in decision making on performance in charitable children institutions in Kisumu East sub-county, Kisumu County.	Decision making	-Meetings and advisory committees	-Ordinal	-Questionnaire	-Means
		-Forums and opinion pools	-Nominal	-Self-report	-Standard
		-Participatory design and Focused group discussions (FGD)		-Checklist	Deviation
				-Observation	-Frequencies
b) To assess how stakeholders participation in financial allocation on performance in charitable children institutions in Kisumu East sub-county, Kisumu county.	Funds allocation	-Departmental budget	-Ordinal	-Questionnaire	-Means
		-Financial work plan	-Nominal	-Self-report	-Standard
		-Steps towards procurement		-Checklist	Deviation
		-Plan implementation		-Observation	-Frequencies
c) To examine the extent to which stakeholders' participation in planning influence performance of projects in charitable children		-Time allocation	- Ordinal	-Questionnaire	-Means
		-Cost per beneficiary	-Nominal	-Self-report	-Standard
		-Project designing		-Checklist	Deviation
		-SWOT Analysis		-Observation	-Frequencies

institutions in Kisumu East sub-county Kisumu County?

-Expert observation
-Percentages

d) To establish the extent to which stakeholders' participation in and monitoring and evaluation on performance in charitable children institutions in Kisumu East sub-county Kisumu County.

Monitoring
evaluation

-Feedback and reporting
-Monitoring schedules
-Evaluation plan
-Project Auditing

-Ordinal
-Nominal

-Questionnaire
-Self-report
-Checklist
-Observation
-Expert observation

-Means
-Standard Deviation
-Frequencies
-Percentages

3.8 Data Analysis Techniques

The research study applied a descriptive survey research design and therefore descriptive data analysis method was suitable for data analysis in this case. Descriptive analysis described the phenomenon under study that gave conclusive results. Descriptive analysis was employed as a statistical technique which interactively and non-interactively to analyzed data combination of qualitative and quantitative method of data analysis that enabled to describe the phenomenon in statistical terms.

Data was analyzed by applied by elements of quantitative by use of Statistical Package for the Social Science (SPSS) version 21. Quantitative data findings were analyzed through descriptive statistics that enabled calculate the mean, percentages, frequencies, proportions, standard deviation and correlation. Responses from interviews and observations was qualitative in nature which was grouped by use of content analysis and was categorized in phrases, describe logical structure of expressions and ascertained associations, connotations and denotations as findings interpretations of the study. Qualitative data was collected through open ended questionnaires which were analyzed and added to the study findings. Responses was sorted, coded as well as inputted into the software to construct tables.

Tables were tabulated and the results analyzed in the form of tables while descriptive statistics was used to interpret results in relation to the research questions. Analysis of data was conducted by use of data measurement scales of nominal scale, ordinal scale, interval scale and ratios.

3.9 Ethical Considerations

The ethical issues were considered to ensure the dignity of respondents was maintained. Informed consent, confidentiality, anonymity and researchers' responsibility were ensured. The researcher displayed a high sense of responsibility and sensitivity by providing explanations (Rukwaru, 2007). Ethical issues were observed and were treated with a higher level of confidentiality to enable information given voluntarily by respondents to help draw conclusion focusing on the objectives and research questions of the study. Laws and cultural norms of the university were observed while conducting research, high professional integrity was also observed.

Privacy and confidentiality of all the information gathered was upheld. Personal documents and artifacts were analyzed with the informed consent of the respondents. Anonymity of the respondent was kept, where the respondent had the right to refuse or agree to participate in the study. Studies on minors were done with the consent of their guardians, parents or caregivers. An appropriate design was chosen to ensure informed consent and confidentiality was taken into considerations. The process was used to consider ethics like beneficence, autonomy, non-maleficence, justice, fidelity and ethical principles (Kitchener, 1984).

Despite the high value of knowledge that was gained through research, knowledge was pursued at the expense of human dignity (Osoo and Onen, 2005). Permission was granted by relevant authorities that enabled me to undertake the research and acceptance letters were obtained and were attached to each questionnaire as approval to undertake the research under study. All the respondents in this study had the right to remain anonymous and sensitivity to human dignity and well-meaning to the intention of the study was to be taken into considerations.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presented the research findings obtained from data sampled from respondents related to the influence of stakeholders' participation on performance of charitable children institutions in Kisumu East Sub County, Kisumu County. The findings were presented according to the following thematic areas; Demographic characteristics of respondents, the findings and interpretation were analyzed to the extent to which stakeholders' participation in decision making on performance, influence of stakeholders' participation in financial allocation on performance, stakeholders' participation in planning on performance and stakeholders' participation in monitoring and evaluation on performance of charitable children institutions and summary.

4.2 Response Rate

The study response rate from the identified number of respondents was 96%. The researcher issued a total of 100 questionnaires 96 out of 100 were fully filled and returned while 4 questionnaires were not returned to the researcher. Table 4.1 shows the percentage and distribution of how questionnaires were returned back to the researcher.

Table 4.1: Response Rate

Charitable children Respondents structures	No. Of Questionnaires given out	No. of questionnaires returned	Response rate in %
Board of management	13	12	92%
Caregivers	18	17	94%
End users	66	64	97%
Managers	3	3	100
Total	96	96	96%

Table 4.1 show the response rate of 96% which is excellent as confirmed by Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and response rate of 70% and over is excellent. Based on the

assertion, majority of the respondents were project end users with 97%, care givers were 94%, board of management were 92% and managers 100%, the response rate was considered to be excellent.

4.3 Background Information of Respondents

The study sought the background characteristics of respondents to understand their demographic features on gender, age bracket, level of education, duration and roles of stakeholders' participation on performance of charitable children institutions in Kisumu East Sub County, Kisumu County and the following findings were revealed.

Table 4.2: Distribution of Gender Composition

Gender of respondents	Frequency	Frequency Percent
Female	51	53%
Male	45	47%
Total	96	100%

The study findings from table 4.2 indicated that there were more female involved in participation of charitable children activities to enhance performance compared to their male counterparts. The sample was made of 51% female and 45% male.

Table 4.3: Level of Education of Respondents

Level of education	Frequency	Frequency Percent
Primary	37	38%
Secondary	36	37%
Collage	21	23%
University	2	2%
Others	0	0%
Total	96	100%

The study findings from Table 4.3 indicates that 38% of the respondents were primary certificate holders, 37% of the respondents were secondary certificate holders, and 23% of the respondents were tertiary collage certificate holders while 2% of the respondents were undergraduate degree holders. The study findings revealed that majority of the respondents lacked higher education. The majority of the respondents thus 38% and 37% were holders of primary and secondary level of education who

lacked basic management skills to manage children affairs. It was established that respondents who were responsible in enhancing project performance were holders of collage certificates who represent 23% and holders of degree who represent 2% of the total respondents. The finding revealed that the end users were the majority with low levels of education. The finding further revealed that most board members were holders of primary and secondary education. Further the finding reveals that most care givers were holders of primary certificate of education. The findings revealed that all charitable children managers were holders of secondary education which hindered performance. Finally the findings revealed that only 2% of the respondents were university certificate holders, who were overpowered to bring meaningfully performance in charitable children sites.

Table 4.4: Distribution of Respondents by Age

Age bracket	Frequency	Percent
18-22	18	19%
23-27	22	23%
28-32	10	10%
33-37	15	16%
38-42	25	26%
43 and above	6	6%
Total	96	100%

The findings from table 4.4 shows that majority of respondents were between age 38-42 who were represented by (26%), followed by ages bracket 23-27 respondents who were represented by (23%), they were followed by 19 respondents who were in the age bracket of 18-22, who were represented by (19%), they were followed by age bracket of 33-37, who represented (16%) and followed by respondents of age 28-32 who were represented by (10%) and finally 43 and above of age were represented by (6%). The study findings indicated that majority of the respondents who were involved in participation in influencing performance of charitable children sites were below the age of 42 years and were mainly site managers, board of management and care givers. Key decision makers were in age 38 years and above.

Table 4.5: Duration of Service for Effective Performance

Duration	Frequency	Percentage
Less than two years	30	31%
2-5 years	56	59%
6-10 years	10	10%
Over 10 years	0	0%
Total	96	100%

The study from table 4.5 established that the majority of respondents had served in active participation in serving children for a period of between 2-5 years who were represented by 59%. The findings also revealed that 31% of the respondents had served the charitable children sites for a period of less than 2 years representing. 10% of the respondents had served in active participation for a period of 6-10 years. The study revealed that there was none of the respondents who had served in charitable children sites for more than 10 years represented by 0%. The findings showed that majority of the respondents who had served in charitable children sites were the end users who were represented by 59%. The findings also revealed that the site managers and care givers had served in charitable children in active participation to bring performance who are represented by 30%. Finally the findings revealed that 10% of the respondents had served actively in charitable children sites to bring effective performance. While the finding revealed that there was no one who had actively served in charitable children sites for more than ten years being represented by 0%.

4.4 Stakeholders Participation in Decision Making and Performance.

The study sought to find out the first objective on the extent to which stakeholders' participation in decision making on performance in charitable children institutions in Kisumu East sub-county, Kisumu County. The respondents were asked to rate the extent to which they agreed or disagreed to the list domains using a five point likert scale of strongly disagree, disagree, neutral, agree and strongly agree.

Table 4.6: Stakeholders Participation in Decision Making

	N	SA	A	N	D	SD	MEAN	STD. DEV
1.Stakeholders are involved in decision making is significantly high	96	35 36%	32 33%	7 7%	10 11%	12 13%	3.70	1.22
2.Charitable children managers hold regular meetings with stakeholders	96	24 25%	30 31%	11 11%	9 9%	22 23%	3.26	1.43
3.There is effective communication and sharing of information among project stakeholders	96	39 41%	24 25%	9 9%	18 19%	6 6%	3.75	1.18
4.All stakeholders sit in the advisory committee regularly	96	19 20%	27 28%	21 22%	26 27%	3 3%	3.34	1.25
5. Are there open forums created by management to help members voice their individual opinion.	96	20 21%	21 22%	3 3%	22 23%	30 31%	2.78	1.88

The findings on respondents on stakeholders involvement in decision making rating was that 36% of the respondents strongly agreed. 7% of the respondents were not sure on the rating of stakeholders' involvement in decision making. While 33% of the respondents agreed that stakeholder are involved in decision making. Further 11% of the respondents disagreed that stakeholders are not involved in decision making process. 13% of the respondents strongly disagree with stakeholders' involvement in decision making.

On whether project managers holds regular meetings with stakeholders 25% of the respondents strongly agreed while 11% of the respondents were neutral. 32% of the respondents agree that managers hold regular meetings with stakeholders while 9% of the respondents disagree. Finally 23% of the respondents strongly disagree that managers holds regular meetings with stakeholders.

On whether there was effective communication and sharing of the information among the project stakeholders, 41% of the respondents strongly agreed. 9% of the respondents were not sure whether effective communication and sharing of the information among the project stakeholders. 25% of the respondents agreed that effective communication and sharing of the information among the project stakeholders was effective. 19% of the respondents disagreed while 6% of the respondents strongly disagreed that there was effective communication and sharing information among the project stakeholders.

20% of the respondents strongly agree that all stakeholders sit in the advisory committees regularly while 22% were neutral. 28% of the respondents agreed that all stakeholders sit in the advisory committees regularly. 27% of the respondents disagree that all stakeholders sit in the advisory committees regularly while 3% strongly disagreed.

On whether there were open forums created by management to help members voice their individual opinion, 21% of the respondents strongly agreed while 3% of the respondents were not sure. 22% of the respondents agreed that there are open forums created by management to help members voice their individual opinion. 23% of the respondents disagreed that there were open forums created by management to help members voice their individual opinion while 31% of the respondents strongly disagreed.

17% of the respondents were incorporated in focused group discussions in their position as staff members. 18% of the respondents were incorporated in their managerial positions while 26% of the respondents were involved in board of management positions. 39% of the respondents were incorporated in all teams regardless of their positions while 0% of the respondents were not incorporated in focused group discussions.

As to whom implemented decisions made by the project board of management 2% of the respondents said staffs, 69% of the respondents said project managers while 29% of the respondents said board of management implemented. 0% of the respondents said government implemented and finally 0% of the respondents said none of the project team implemented decision passed by the board of management.

The findings of the study revealed the outcome of stakeholders' involvement in decision making in charitable children sites. On decision making involvement rating

69% of the respondents agreed that stakeholders' involvement was significantly high while 44% of the respondents indicated that the rating was not significantly high. 7% of the respondents were not sure. This shows that stakeholders' involvement in decisionmaking rating was high indicating that the project stakeholders are highly involved in decision making which facilitates the project to achieve its performance. A review of interviews findings indicated that Stakeholders involved rating in decision making was not significantly high. This was due to the approaches that were employed during the initial stages of involving stakeholders to decision making process. The project managers and the board of management dominated in decision making process and the rest of the team felt left out in the process. Leaders also intimidated junior members of the project, which created fear in decision process and lack of all inclusive. Further it was revealed that care takers and managers were employed by board of management panels, this made it difficult for them to give their informed decisions freely without intimidation.

It was further revealed that most charitable children organizations were owned by individuals, church bodies (FBO) and Community based organizations (CBO) and political interests championed by leaders influenced stakeholders involved in decision making to popularize their interests. It was further revealed that most stakeholders didn't understand decision making stages due to their low levels of education background. In general study attributed that most stakeholders are involved in decision making process which impacted the performance of charitable children through achieving the set objectives. In Kenya County Director of children officer (CDCO), Sub-County children officer (SCCO) and National charitable children services (NCCS) have overseeing mandate and control of charitable children sites managed by church bodies, CBO's and individuals to ensure the livelihood of children is improved.

The study further investigated charitable children managers in holding regular meetings with stakeholders. 57% of the respondents agreed that charitable children managers hold regular meetings with stakeholders while 32% of the respondents disagreed that charitable children managers hold regular meetings with stakeholders. 11% of the respondents were not sure whether charitable children managers hold regular meetings with stakeholders or not. The findings showed that majority of the respondents agreed that charitable children managers hold regular meetings with stakeholders to improve performance. Review of the interview response with respect

to charitable children managers hold regular meetings with stakeholders indicated that care givers, site managers, board members and project end users were mostly involved which indicated total inclusivity of stakeholders. A review of interview was noted that most stakeholders who disagreed with managers holding regular meetings with stakeholders argued that managers hold separate meetings with stakeholders instead of a joint stakeholders meeting. However the findings indicated that there was low involvement in decisions resolutions implementations. It was interesting to note that project managers are the key decision project implementers.

The study revealed that 66% of the respondents agreed that there was effective communication and sharing of information among project stakeholders while 25% of the respondents disagreed that there wasn't effective communication and sharing of the information. 9% of the respondents were not sure whether there was effective communication and information sharing or not. The findings indicated that there was effective communication and sharing of information among project stakeholders. The interview findings indicated that there were proper communications channels established between all project stakeholders while some respondents who disagreed that there was no effective communication and sharing of information argued that, only some few selected individuals were communicated to. The study findings further indicated that effective communication will facilitate the project to achieve its set goals and objectives in enhancing performance while poor communication channels also contributed to work stagnation, quarrel, misunderstandings, conflict and finally result to slow decision making that influence charitable children sites performance process.

On if all stakeholders sit in the advisory committee meetings regularly, the findings revealed that 30% of the respondents agreed that all stakeholders sit in advisory committee regularly while 48% of the respondents disagreed that all stakeholders sit regularly. 21% of the respondents were not sure as it was revealed from the findings. The findings revealed that some selected stakeholders were involved in advisory committee. The findings contradicted findings on stakeholders' involvement in decision making are significantly high. This according to interview findings was attributed to only few selected individuals from charitable children sites represented the larger population of the entire charitable children. Majority of the respondents felt that they were hidden from important information to enhance effective decision

making due to some stakeholders selfish interests. The most affected were the project beneficiaries and care givers who felt a sense of discrimination.

On whether there were open forums created by management to help members voice their individual opinion, the findings indicated that 54% disagreed while 43% agreed with 3% unsure. The findings showed that there were many forums created including workshops, training, bible study, catechetical bible clubs and annual state of project forum among which stakeholders were allowed to share their individual opinion. The issue of selected few individuals who claimed that they were representing the entire population was not encouraging to most stakeholders. The interview findings further indicated that most respondents felt there was disconnection between the management and the stakeholders due to lack of effective consultation at the charitable children level to help guide proper understanding stakeholders' needs.

Table 4.7: Correlation between Stakeholders Participation in Decision Making and Performance

		Project Performance	Decision Making
Project performance	Pearson correlation	1	.492*
	Sig.(2-tailed)		.017
	N	96	96
Decision Making	Pearson correlation	.492**	1
	Sig.(2-tailed)	.017	
	N	96	96

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

Table 4.5 shows the correlation between independent variable decision making and project performance in charitable children institutions. The findings revealed that decision making and project performance have a strong and positive correlation of $r = 0.492$, $p < 0.05$. This implies that there is a statistically significant relationship between stakeholder participation in decision making and performance of charitable children institutions. Therefore a change in one will result in to a significant positive change in the other. This finding collaborates that of According to Rauschmayer and Wittmer (2006) who found that engaging representative stakeholders is utilized to enrich the knowledge that supports the decision-making process through local

expertise; to enhance decisions legitimacy and to build institutional capacity. Similar findings were also shared by Lubell et al. (2008) and Franklin et al. (2009) who suggested that public hearings are more likely to influence decision making than surveys and citizen advisory boards.

4.5 Stakeholders Participation in Financial Allocation in Charitable Children Institutions

The second objective of the study was to assess how stakeholders participation in financial allocation on performance in charitable children institution in Kisumu East sub-county, Kisumu county. The respondents were asked to rate the extent to which they agreed or disagreed with financial allocation by use of responses on a five point Likert scale.

Table 4.8: Stakeholders Participation in Financial Allocation

	Always	Ofte n	Timel y	Rarely	Never	MEAN	STD DEV
1.Payment of workers is timely	34 36%	23 24%	21 22%	8 8%	10 10%	3.66	1.14
2.Disbursement of funds from donors to CC's is timely	16 17%	48 50%	8 8%	5 5%	19 20%	3.39	1.30
3.Payment of suppliers/contractors is timely	21 22%	36 38%	3 3%	8 8%	28 29%	3.15	1.77
4.Financial audit is timely and feedback shared	18 19%	15 16%	14 14%	18 19%	31 32%	3.20	1.83
5.Monthly financial records are available	28 29%	2 2%	4 4%	25 26%	37 39%	2.58	1.95

Table 4.8 indicated the study findings on the financial allocation. On if there was monthly budget available per department for project stakeholders for scrutiny,

majority of respondents disagreed with 73% while 19% of the respondents agreed that there is a monthly budget available per department for stakeholders' scrutiny. On the availability of a financial work plan 33% of the respondents agreed, 67% of the respondents did not agree that there was a financial work plan available. 70% of the respondents indicated that there are no procedures followed during procurement process, 25% of the respondents agreed that there were procedures followed during the procurement process while 5% of the respondents had no idea.

The study further investigated financial allocation activities that impacted on the implementation of stakeholders influence on performance in charitable children on timely payment of staff members. 10% of the respondents revealed that they were paid always while 8% of the respondents indicated that they were paid often. 22% of the respondents indicated that the staff members were timely paid while 24% of the respondents indicated that the staff members were rarely paid on time. 36% of the respondents indicated that payment of staff members is never made on time. On if funds received from donors were received on time to charitable children sites, the research indicated that the majority of respondents of 50% indicated that the funds are rarely disbursed on time while 17% of the respondents indicated that the funds were never disbursed on time. 8% of the respondents indicated that funds disbursement was timely, 5% of the respondents indicated that funds were often disbursed on time while 20% of the respondents indicated that the funds were disbursed always on time. On if payment of suppliers and contractors was made on time 22% of the respondents indicated that the payment is never made on time, 38% of the respondents indicated that payment to suppliers is rarely made on time. 3% of the respondents indicated that payment to suppliers was timely, 8% of the suppliers indicated that payment to suppliers was often made on time while 29% of the respondents indicated that payment to suppliers was always paid on time. On if project audit is done on time and findings reported to all departments the findings was that the majority of the respondents 32% indicated that auditing was done always, 19% of the respondents indicated that often auditing was carried out. 14% of the respondents indicated that auditing was timely done, 16% of the respondents indicated that project auditing was rarely carried out while 19% of the respondents indicated that auditing process was never done. The study finding on availability of monthly records of expenditure to all stakeholders the majority of the respondents 39% indicated that records were always

available. 26% of the respondents indicated that the records were often available, 29% of the respondents indicated that the records were never available to stakeholders, 2% of the respondents indicated that the records were rarely available while 4% of the respondents indicated that the monthly records were timely availed to all stakeholders. The study also sought to establish the relationship between stakeholder participation in financial allocation and performance of charitable children institutions using Pearson correlation analysis. The results are shown in table 4.9.

Table 4.9: Correlation between Stakeholders Participation in Financial Allocation and Performance

		Project performance	Financial allocation
Project performance	Pearson correlation	1	0.696**
	Sig.(2-tailed)		0.007
	N	96	96
Financial allocation	Pearson correlation	0.696**	1
	Sig.(2-tailed)	0.007	
	N	96	96

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

Table 4.9 indicates the correlation between dependent variable project performance and independent variable stakeholder participation in financial allocation. The findings revealed that financial allocation and project performance have a strong and positive correlation of $r = 0.696$, $p < 0.05$. This means there is a statistically significant linear relationship between the two variables. This finding agrees with that of Okinda (2013) which show that lack of performance and transparency in NGOs due to lack of stakeholders' participation in financial allocation. The findings are also supported in the study by Guo & Neshkova, (2012).

4.6 Stakeholders Participation in Planning and Performance

The third research objective of the study was to examine the extent to which stakeholders' participation on planning on performance in charitable children in Kisumu East sub-county, Kisumu County, responses were on a five point Likert scale.

Table 4.10: Stakeholders Participation in Planning

	SA	A	N	D	SD	MEAN	STD DEV.
Project schedule was adequately done	18 19%	26 27%	0 0%	14 15%	38 39%	2.71	1.71
All stakeholders were involved in project planning process	20 21%	27 28%	21 22%	18 19%	10 10%	3.30	1.14
Cost per beneficiary was well illustrated	32 33%	23 24%	6 6%	19 20%	16 17%	3.38	1.22
Project design was reviewed regularly	7 7%	24 25%	19 20%	17 18%	29 30%	2.61	1.86

On whether project planning process was inclusive or exclusive the findings of the study indicated that 71% majority of the respondents revealed that they were included while 29% revealed that they were excluded. On whether there was enough time allocated to draw the project plan, 72% of the respondents revealed that there was not enough time allocated in planning while 28% of the respondents revealed that they were included.

The researcher further requested the respondents to give their opinion if planning schedule was adequately done, 39% of the respondents revealed that they strongly disagree while 19% of the respondents strongly agreed. 27% of the respondents agree that planning schedule was adequately done, 15% of the respondents disagreed while none of the respondents had no response. On whether all stakeholders were involved in project planning process, 28% as majority of respondents agreed, 19% of the respondents disagreed. 21% of the respondents strongly agreed that all stakeholders were involved in project planning process, 10% of the respondents strongly disagreed while 22% of the respondents had no response. On if cost per beneficiary was well illustrated, 33% majority of the respondents strongly agreed, 17% of the respondents strongly disagreed. 24% of the respondents agreed that cost of each beneficiary was well illustrated, 20% of the respondents disagreed while 6% of the respondents had no response. On whether the project design is reviewed regularly the study indicated that 30% of the respondents revealed they strongly disagree, 7% strongly agreed. 25% of

the respondents revealed that they agreed that the project design was regularly reviewed while 18% of the respondents disagreed, 19% of the respondents had no response.

Further the researcher requested respondents to give their opinions on level of agreement related with project managers' responsibility on effective planning of charitable children sites to realize performance on supervising project team members, 43% of respondents revealed that supervision was good, 34% of the respondents revealed that supervision was bad. 13% of respondents revealed that supervision was poor while 10% of the respondents revealed that supervision was very bad. On whether change were well managed during project planning process, majority of 53% of respondents indicated that change was well managed, 28% of respondents indicated that change was poorly managed, 14% of respondents revealed that change was badly managed, 3% had no response while 1% of respondents indicated that change was very well managed. On if planning was inclusive the study indicated that 44% of respondents agreed that planning was inclusive, 21% of respondents revealed that planning was poorly inclusive, 24% of respondents revealed that planning was badly inclusive, 9% of respondents revealed that planning was inclusively done while 2% of the respondents had no response. On whether scheduling and planning project implementation activities were done on time the study indicated that 38% of the respondents revealed that scheduling was very good, 20% of respondents revealed that scheduling was good, 17% of respondents had no response, 22% of the respondents revealed that scheduling was poorly done and 3% of the respondents revealed that scheduling was very badly done. On whether the project manager coordinated project teams to realize project goals was perfectly done the 50% as majority of respondents revealed that coordinating teams was very good, 28% of respondents revealed that coordination was good, 5% of respondents had no response, 15% of respondents revealed that coordination was poorly done and 2% of respondents revealed that coordination was very bad. The study in establishing the relationship between stakeholder participation in planning and the performance of charitable children institution performed a person correlation analysis between the two variables as shown on the results in table 4.11.

Table 4.11: Correlation between Stakeholders Participation in Planning on Performance

		Project performance	Project planning
Project performance	Pearson correlation	1	.691*
	Sig.(2-tailed)		.016
	N	96	96
Project planning	Pearson correlation	.691*	1
	Sig.(2-tailed)	.016	
	N	96	96

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

The test results revealed that stakeholder participation in planning had a statistically significant and strong positive correlation with performance of charitable children institutions with correlation of $r = 0.691$, $p < 0.005$. This means that a change in one variable would result to change in the other variable positively. Thus stakeholder participation in planning enhances performance of charitable children institutions. This agrees with (Chikati 2009) because in planning people with different views and ideas share on how a desired situation should look like and how they are likely to get there thus enhancing the chance of success in a project. Mulwa (2008) also observed that many projects have stalled or collapsed because of lack of stakeholders' participation in planning processes.

4.7 Stakeholders' Participation in Monitoring and Evaluation and Performance

The fourth and last objective of the research study was to establish the extent to which stakeholders' participation in monitoring and evaluation on performance in charitable children institutions in Kisumu East Sub-county Kisumu County. Responses on stakeholder participation in monitoring were as shown in table 4.12.

Table 4.12: Stakeholders' Participation in Monitoring and Evaluation

	SA	D	N	A	SD	MEAN	STD DEV
1.M&E is regularly carried out	18 19%	0 0%	10 10%	31 32%	37 39%	2.28	1.59
2. Reporting is done regularly	30 31%	46 48%	0 0%	6 6%	14 15%	3.75	1.15
3.Monitoring schedules are reviewed regularly	3 3%	0 0%	35 36%	28 30%	30 31%	2.15	1.66
4.Project evaluation plan was put in place as an M&E tool	11 11%	26 27%	16 17%	0 0%	43 45%	2.60	1.74
5.Project audit is carried out yearly	37 38%	0 0%	15 16%	23 24%	21 22%	3.09	1.22

The research study indicated that 44% of the respondents revealed that monitoring in charitable children was always carried out, 34% of the respondents revealed that monitoring was carried out once a year. 19% of the respondents revealed that monitoring was carried out after every five years while 3% of the respondents revealed that monitoring was carried out twice a year. On how often did stakeholders received charitable children sites feedback 26% of respondents revealed once a year, 20% of respondents revealed they do not receive feedback, 42% of respondents revealed that they receive feedbacks always and 10% of respondents revealed that they receive the feedback after every five years.

The researcher further requested respondents to give their opinion on whether monitoring and evaluation was regularly done, the study indicated that 39% of the respondents strongly agreed, 32% of the respondents agreed, 19% of the respondents strongly disagreed while 10% of respondents did not have any response. On whether reporting is done regularly to inform stakeholders on the charitable children's progress the study revealed that 48% of the respondents agreed, 31% of respondents strongly agreed, 15% of the respondents strongly disagreed while 6% of the

respondents disagreed. On whether monitoring schedules were reviewed regularly 36% of respondents had no response, 30% of respondents agreed, 31% of the respondents strongly agreed while 3% of the respondents strongly disagreed. On whether project evaluation plan has been put in place as a monitoring and evaluation tool, the study findings indicated that 45% of the respondents strongly disagreed, 11% of respondents strongly agreed, 27% of the respondents disagreed while 17% of the respondents had no response. On whether project auditing was carried out yearly the study indicated that 38% of the respondents revealed that they strongly disagree, 16% of the respondents had no response, 24% of respondents agreed while 22% of respondents strongly agreed.

Finally the researcher requested respondents to give their opinion if monitoring and evaluation was effective towards managing variations experienced during project implementation stage, the study indicated that 35% of respondents revealed that it was very effective, 20% of respondents revealed that it was extremely effective, 24% of the respondents revealed that it was somewhat effective, 18% of respondents revealed that it was slightly effective while 3% of respondents revealed that it was not effective. On whether the project was successful or unsuccessful in achieving its goals the study indicated that 63% of the respondents revealed that the project was not successful at all, 15% of the respondents revealed that the project was not very successful, 13% of the respondents revealed that the project was successful while 9% of the respondents revealed that the project was very successful.

Further, the study sought to establish the relationship between stakeholder participation in monitoring and evaluation and performance of charitable children institutions.

Table 4.13: Correlation between Stakeholders Participation in Monitoring and Evaluation and performance.

		Project performance	Monitoring and evaluation
Project performance	Pearson correlation	1	0.594**
	Sig.(2-tailed)		0.000
	N	96	96
Monitoring and evaluation	Pearson correlation	0.594**	1
	Sig.(2-tailed)	0.000	
	N	96	96

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

The results in Table 4.13 indicates that monitoring and evaluation has a strong and positive correlation with performance of charitable children institutions where $r = 0.594$, $p < 0.000$. This shows that increased engagement of stakeholders in monitoring and evaluating these institutions and their projects translated to significant improvement in performance of charitable children institutions in Kisumu East Sub-county. Hasan (2012) also established that monitoring and evaluation was a collective responsibility to all stakeholders and therefore its adoption led to better performance of the charitable institutions.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings from chapter four based on the research objectives. Further, conclusions are drawn from the findings, recommendations as well as suggestions for further research.

5.2 Summary of Findings

The study sought to examine the influence of stakeholders' participation on performance of charitable children institutions in Kisumu East Sub-County, Kisumu County focusing on decision making, financial allocation, planning and monitoring and evaluation as the study objectives.

Concerning objective one on stakeholder participation in decision making and its effects on performance of charitable children institutions, it was established that: majority of the respondents were in agreement that stakeholders are involved in decision making is significantly high. More than half also were in agreement that charitable children managers hold regular meetings with stakeholders. It was also cited that there is effective communication and sharing of information among project stakeholders. The opinion that all stakeholders sit in the advisory committee regularly was also supported by more than half. However on question on whether there were open forums created by management to help members voice their individual opinion was not widely supported since majority were in disagreement. Overall, it was established that there was a statistically significant correlation between the stakeholder participation in decision making and performance of charitable children institutions.

With regard to objective two on stakeholder participation in financial allocation, the study found out that majority of the respondents were in agreement that; payment of workers was done in a timely manner, disbursement of funds from donors to CCI's was also timely and so was the payment of suppliers/contractors in a timely manner. However, there was disagreement that financial audits were timely and feedback was shared and also monthly financial records were available. The study also revealed a

statistically significant correlation between stakeholder involvement in financial allocation and performance of charitable children institutions.

In regard to objective three on stakeholder participation in planning, the study found out that nearly half of the respondents were in agreement that all stakeholders were involved in project planning process. There was also agreement that cost per beneficiary was well illustrated. However, majority were in disagreement that project schedule was adequately done and that project design was reviewed regularly. Overall, the findings showed a statistically significant and positive correlation between stakeholder involvement in planning and performance of charitable children institutions in Kisumu East sub-county.

Finally on objective four on stakeholder participation in monitoring and evaluation, the study established that majority of the respondents were in agreement that there were regular done. However, there was disagreement by majority of respondents that M&E was regularly carried out, Monitoring schedules are reviewed regularly, Project audit is carried out yearly and that project evaluation plan was put in place as an M&E tool. Overall however, stakeholder involvement in monitoring and evaluation had a statistically significant correlation with performance of charitable children institutions in Kisumu East sub-county.

5.3 Discussion of Findings

The first objective was to assess stakeholder participation in decision making and its effects on performance of Charitable Children institutions. Stakeholder participation in decision making was evident since according to the findings, majority of the respondents were in agreement that stakeholders are involved in decision making, charitable children managers hold regular meetings with stakeholders, there was effective communication and sharing of information among project stakeholders, stakeholders also sit in the advisory committee regularly. Overall, there was a statistically significant correlation between the stakeholder participation in decision making and performance of charitable children institutions. This finding collaborates with Rauschmayer and Wittmer (2006) who found that engaging representative stakeholders is utilized to enrich the knowledge that supports the decision-making process through local expertise; to enhance decisions legitimacy and to build institutional capacity. Similar findings were also shared by Lubell et al. (2008) and

Franklin et al. (2009) who suggested that public hearings are more likely to influence decision making than surveys and citizen advisory boards.

On stakeholder participation in financial allocation the charitable children institutions in Kisumu East Sub County highlighted that payment of workers was done in a timely manner, disbursement of funds from donors to CCI's was also timely and so was the payment of suppliers/contractors. However they were poorly rated on timely financial audits feedback sharing and availability of monthly financial records to stakeholders. Overall however stakeholder involvement in financial allocation had a significant impact on performance of charitable children institutions. This finding agrees with that of Okinda (2013) which show that lack of performance and transparency in NGOs due to lack of stakeholders' participation in financial allocation. The findings are also supported in the study by Guo & Neshkova, (2012).

The study also in evaluating stakeholder participation in planning, found out that all stakeholders were involved in project planning process and the cost per beneficiary was well illustrated. However, there was disagreement that project schedule was adequately done and that project design was reviewed regularly. Overall, stakeholder involvement in planning significantly influenced performance of charitable children institutions in Kisumu East sub-county. This agrees with (Chikati 2009) because in planning people with different views and ideas share on how a desired situation should look like and how they are likely to get there thus enhancing the chance of success in a project. Mulwa (2008) also observed that many projects have stalled or collapsed because of lack of stakeholders' participation in planning processes.

The results on stakeholder participation in monitoring and evaluation, revealed less regular M&E, regular review of M&E schedules, project audit is carried out yearly and that project evaluation plan was put in place as an M&E tool. Overall however, stakeholder involvement in monitoring and evaluation had a statistically significant correlation with performance of charitable children institutions in Kisumu East sub-county. This means that M&E positively influenced performance. This therefore agrees with Hasan (2012) that monitoring and evaluation was a collective responsibility to all stakeholders and therefore its adoption led to better performance of the charitable institutions.

5.4 Conclusions

1. The study therefore concluded that stakeholder participation in decision making played a significant role in enhancing performance of charitable children institutions in Kisumu East sub-county. Institutions that involved stakeholders in decisions were found to perform significantly better. However, the efforts by management of these institutions to help members of the community voice their individual opinions were limited. This shows that although organized stakeholders were involved in decision making, the rest of the surrounding communities were to some extent left out.
2. The findings on stakeholder involvement in financial allocation shows that key stakeholders such as workers, donors and suppliers were well involved in financial allocations and the institutions discharged their obligations towards them effectively. However one key stakeholder who was the auditor was not well involved in the process. Failure by the charitable children institutions to embrace audits could have contributed to some extent in the level of performance since overall the research revealed a positive significant relationship between stakeholder participation in financial allocation and financial performance.
3. Furthermore, the study concluded that although stakeholders were involved in planning in the charitable children institutions in Kisumu East Sub-County, there were gaps on the adequacy of project designs and regular reviews to ensure the projects were on course. This happened despite the critical role established by stakeholders in planning to enhance performance of these institutions.
4. The study also concluded that stakeholder involvement in monitoring and evaluation played a significant role in enhancing performance of Charitable Children Institutions in Kisumu East Sub-County. However the frequency of monitoring and evaluation activities, planning, evaluation and review of monitoring schedules they were given less emphasis which could be due to continuous the nature of activities in these institutions.

5.5 Recommendations

Based on the foregoing conclusions, the study recommends that:

1. Based on the critical role played by stakeholder involvement in decision making in enhancing success of charitable children institutions, there is need for the management of these institutions to explore more avenues for stakeholder involvement. The surrounding communities should also be considered through open forums for suggestions.
2. The study further recommends that since stakeholders' involvement in financial allocation has a significant impact on performance of charitable children institutions in Kisumu East Sub-County, managers of these institutions should conduct financial stakeholder analysis and bring on board all critical players who would enhance financial performance. Efforts should also be made to enhance both internal and external financial audits.
3. The study also recommends that charitable children institutions in Kisumu East Sub-County should also focus on enhancing planning of their projects by involving more stakeholders to enrich the planning. They should also focus on frequent review of the project plans to ensure that they remain on course to achieve their objectives better.
4. Stakeholder involvement in monitoring and evaluation played a significant role in enhancing performance of Charitable Children Institutions, however the frequency of monitoring and evaluation activities, planning, evaluation and review of monitoring schedules was given less emphasis in Institutions in Kisumu East Sub-County. Therefore, there is need for the institutions to review into their M&E frameworks and plans to come up with more vigorous ones in order to realize the full benefits of M&E in their programs.

5.6 Suggestions for Further Research

Following the findings of this study, monitoring and evaluation played a significant role in enhancing performance of Charitable Children Institutions, however the frequency of monitoring and evaluation activities, planning, evaluation and review of monitoring schedules was given less emphasis in Institutions in Kisumu East Sub-County. There is therefore need to establish the factors contributing to the low adoption of M&E in Charitable Children Institutions in Kisumu East Sub-County.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION TO RESPONDENTS

John Kissinger Nyang'au
School of Open and Distance Learning
University of Nairobi,

Dear Respondents,

June 2018

REF: PERMISSION FOR RESEARCH UNDERTAKING

I am a student of the University of Nairobi pursuing a master's Degree in Project Planning and Management researching on influence of stakeholders' participation on performance of charitable children institutions in Kisumu Sub-County, in Kisumu County, the research is part of my course work. You have been identified as one of the respondents in this research. Your sincere and correct responses will be important towards the attaining of the research objectives. All the information you provide will be treated with uttermost confidentiality and will not be used for any other purpose other than except for this study. Attached please find a questionnaire that will guide you to give your genuine response and your cooperation will be of great assistance for successful completion of this study. I wish to kindly request you to help me filling in this questionnaire to the best of your knowledge by answering questions correctly. Thanks in advance for your cooperation.

Yours faithfully

John Kissinger Nyang'au

APPENDIX II: QUESTIONNAIRES TO RESPONDENTS

Research Questionnaire for site managers, key informants and other respondents:

Section A: Demographic Characteristics of Respondents

Please put a tick (√) in the box next to the right response:

What is your gender?

Male [] Female []

2. What is your level of education?

Primary []

Secondary []

Collage []

University []

Others: Specify.....

3. In the age groups presented below, please indicate your age group bracket.

18-22 []

23-27 []

28-32 []

33-37 []

38-42 []

43 and above

4. How long have you been associated with this project?

Less than 2 years []

2-5 years []

6-10 years []

Over 10 years []

5. What is your role in helping this project to achieve its goals?

.....

Section B: Stakeholder participation in decision making.

1. With each of the statements presented below, kindly indicate whether you strongly disagree, disagree, neutral, agree or strongly agree using scale 1-5 where:

- Strongly disagree. [1]
- Disagree [2]
- Agree [3]
- Neutral [4]
- Strongly Agree [5]

No	Statements	5	4	3	2	1
1	Stakeholders participation in decision making is significantly high					
2	All the project stakeholders are fully involved in project implementation					
3	There is effective communication and sharing of information among the project stakeholders.					
4	During the project implementation process, all the stakeholders are adequately consulted.					
5	There are cases of resistance from project stakeholders during project implementation process					

2. At what level are you involved in project decision making?

.....

3. What other roles do stakeholders play to achieve project goals?

.....

4. In what positions are stakeholders incorporated in the management of the project?

Please put a tick (✓) in the box next to the right response:

Staff []

Managerial position []

Board of Management position []

All team members regardless of position []

No position

5. Who implements the decisions passed by the project board of management? Please put a tick (✓) in the box next to the right response:

Staff members

The project manager

The project board of management

The project donors

The Government

Section C: Financial Allocation

Please put a tick (✓) in the box next to the right response

Was the project budget available to all project stakeholders for scrutiny?

Yes

No

2. If yes, was funds allocation distributed as per the budget provided?

Yes

No

3. Were there challenges experienced by stakeholders during project implementation with respect to availability of funds?

Yes

No

If your response above is yes, please give reasons as to why?

.....

4. Was there any financial allocation provided during the project implementation?

Yes

No

5. To what extent did the project implementation schedule influence financial disbursement towards project implementation? Please put a tick (✓) in the box next to the right response:

Extremely influential

Influential

Not Influential

6. In your own opinion, kindly rate the following financial allocation activities impact on the implementation of stakeholders' influence of donor funded project of charitable children institutions in Kisumu East Sub-County in Kisumu County?

Use scale of 1 to 5, where:

- Always [5]
 Often [4]
 At times [3]
 Rarely [2]
 Never [1]

No	Statements	5	4	3	2	1
1	Payment of charitable children institutions workers made on time (Site workers)					
2	Disbursement of funds from donors made on time					
3	payment of suppliers made on time					
4	Payment of contractor's service made on time					
5	Financial audit done on time and reported to donors					
6	Monthly record of expenditure available to all stakeholders					

Section D: Stakeholders participation in project planning:

Please put a tick (✓) in the box next to the right response:

1. In your own opinion, was project planning process inclusive or exclusive?

Inclusive [] Exclusive []

2. Were you involved in the project planning process?

Yes [] No []

3. Was there a project implementation schedule in place?

Yes [] No []

4. In your own opinion, please rate the following

Using scale 1-5. Where:

- Strongly Agree [5]
 Agree [4]
 Neutral [3]
 Disagree [2]
 Strongly disagree [1]

No.	Statements	5	4	3	2	1
1	Project planning schedule was adequately done					
2	All stakeholders were involved in project planning process					
3	Adequate project planning implementation was done					
4	Planning procedures were observed during the project planning process					
5	Effective project planning facilitated the achievement of the project goals.					

5. Did the planning process give uncertainty considerations during the implementation process?

Yes [] No []

6. How would you rate the project implementation process on your own views?

Please put a tick (√) in the box next to the right response:

Extremely dissatisfied. []

Dissatisfied. []

Neutral []

Satisfied []

Extremely satisfied []

7. What is your level of agreement with the following statements which are related to the impact of project managers responsible on effective planning of donor funded projects of charitable children institutions? Using scale 1-5: Where;

- Very good [5]
- Good [4]
- Neutral [3]
- Poor [2]
- Very good [1]

No	Statements	5	4	3	2	1
1	Supervising of the project team members was perfect					
2	Change was well managed during project implementation process					
3	Implementing decisions made by stakeholders was done on time					
4	Scheduling and planning project implementation activities was done on time					
5	Coordinating project teams to realize project goals was perfectly done.					

Section E: Stakeholders participation in monitoring and evaluation process.

Who monitors the project?

.....

How many times is the monitoring done?

Please put a tick (✓) in the box next to the right response:

Once a year [] Twice a year [] After five years [] Always []

3. Who are involved during monitoring process?

.....

4. How often is project evaluation conducted?

Once a year [] Twice a year [] After five years [] Always []

5. In your own opinion, kindly rate the listed statements using scale 1-5: Where

Strongly disagree [5]

Disagree [4]

Neutral [3]

Agree [2]

Strongly agree [1]

No	Statement	5	4	3	2	1
1	Was there adequate planning in monitoring of the project implementation process?					
2	Was there adequate planning in evaluation of the project implementation process?					
3	Was there adequate monitoring and evaluation mechanisms adopted for the project implementation?					
4	There is adequate project management team experienced to manage project change during project implementation.					
5	Monitoring and evaluation feedbacks are shared to all project stakeholders quarterly.					

6. How effective was monitoring and evaluation towards managing variations experienced during the project implementation stage?

Not at effective []

Slightly effective []

Somewhat effective []

Very effective []

Extremely effective []

7. State whether the project is successful or unsuccessful in achieving its goals.

Very successful [] Not very successful []

Not successful at all [] Successful []

8. Why do you think the project was successful or failed?

.....

END

Thank you for your cooperation.

APPENDIX III: UNIVERSITY OF NAIROBI AUTHORIZATION LETTER



UNIVERSITY OF NAIROBI
OPEN DISTANCE AND e- LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODeL/NLC/28/481

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

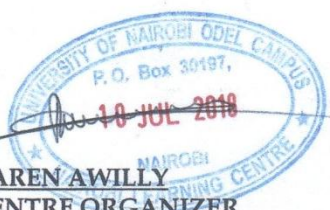
10th July, 2018

RE: JOHN KISSINGER NYANG'AU - REG NO.L50/84561/2016

The above named is a student at the University of Nairobi Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "Influence of Stakeholders Participation on Performance of Charitable Children in Kisumu East Sub-County, Kisumu County, Kenya."

Any assistance given to him will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

**APPENDIX IV: RESEARCH AUTHORIZATION LETTER FROM
MINISTRY OF EDUCATION**



REPUBLIC OF KENYA

**MINISTRY OF EDUCATION
State Department of Early Learning & Basic Education**

Telegrams: "schooling", Kisumu
Telephone: Kisumu 057 - 2024599
Email: countyeducation.kisumu@gmail.com

COUNTY DIRECTOR OF EDUCATION
KISUMU COUNTY
PROVINCIAL HEADQUARTERS NYANZA
3RD FLOOR
P.O. BOX 575 - 40100
KISUMU

When replying please quote

REF: CDE/KSM/GA/19/3A/V.III/7

1st August, 2018

TO WHOM IT MAY CONCERN

**RE: RESEARCH AUTHORIZATION
JOHN KISSINGER NYANG'AU - PERMIT NO. NACOSTI/P/18/70217/24062**

The above named is from University of Nairobi.

This is to certify that he has been granted authority to carry out research on "*Influence of stakeholders' participation on performance of charitable children in Kisumu East Sub-County, Kisumu County, Kenya*" for the period ending 25th July, 2019.

Any assistance accorded to him to accomplish the assignment will be highly appreciated.

EVANS O. MOSE
For: COUNTY DIRECTOR OF EDUCATION
KISUMU COUNTY

**APPENDIX V: RESEARCH AUTHORIZATION FROM MINISTRY OF
INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT**



THE PRESIDENCY

MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

Telephone: Kisumu 2022219/Fax: 2022219
Email: ckisumucounty@gmail.com

COUNTY COMMISSIONER
KISUMU COUNTY
P.O. BOX 1912-40100
KISUMU

Ref: CC/KC/RES/VOL.III/

Date: 31st July 2018

Deputy County Commissioner
KISUMU EAST SUB COUNTY

RESEARCH AUTHORIZATION: JOHN KASSINGER NYANG'AU

Reference is made to a letter from the National Commission for Science, Technology and Innovation No. NACOSTI/P/18/70217/24062 of 27th July 2018 on the above underlined subject matter.

The above named is a student of University of Nairobi. He has been authorized to carry out a research on "*Influence of stakeholders participation on performance of charitable children in Kisumu East sub County*". The research period ends on 19th July 2019.

Kindly accord him any assistance that he may need.

**P.A. DOLLA
COUNTY COMMISSIONER
KISUMU COUNTY**

Copy to:

John Kissinger Nyang'au
University of Nairobi
P. O. Box 30197-00100
NAIROBI.

APPENDIX VI: NACOSTI RESEARCH LETTER AUTHORIZATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471.
2241349.3310571.2219420
Fax: +254-20-318245.318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/70217/24062**

Date: **27th July, 2018**

John Kissinger Nyang`au
University of Nairobi
P.O. Box 30197-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of stakeholders participation on performance of charitable children in Kisumu East Sub-County, Kisumu County, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Kisumu County** for the period ending **25th July, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Kisumu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kisumu County.

The County Director of Education
Kisumu County.

APPENDIX VII: RESEARCH PERMIT LETTER FROM NACOSTI

THIS IS TO CERTIFY THAT: **MR. JOHN KISSINGER NYANG'AU**
of UNIVERSITY OF NAIROBI, 0-20100
Nakuru, has been permitted to conduct
research in Kisumu County
on the topic: INFLUENCE OF
STAKEHOLDERS PARTICIPATION ON
PERFORMANCE OF CHARITABLE
CHILDREN IN KISUMU EAST
SUB-COUNTY, KISUMU COUNTY, KENYA
for the period ending:
25th July, 2019

Permit No : NACOSTI/P/18/70217/24062
Date Of Issue : 27th July, 2018
Fee Received :Ksh 1000



John Kissinger Nyang'au
Applicant's Signature

Jmmmbul
Director General
National Commission for Science,
Technology & Innovation

CONDITIONS

1. The License is valid for the proposed research research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No.A 19772
CONDITIONS: see back page

APPENDIX VIII: TURNITIN REPORT

PERFORMANCE OF CHARITABLE CHILDREN INSTITUTIONS IN KISUMU EAST SUB-COUNTY, KISUMU COUNTY, KENYA			
ORIGINALITY REPORT			
13%	4%	3%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	www.replace-campaign.org Internet Source		1%
2	Submitted to University of Nairobi Student Paper		1%
3	issuu.com Internet Source		1%
4	darkwing.uoregon.edu Internet Source		1%
5	Submitted to Mount Kenya University Student Paper		1%
6	Submitted to Kenyatta University Student Paper		1%
7	erepository.uonbi.ac.ke Internet Source		1%
8	www.ukessays.com Internet Source		1%