

**DETERMINANTS OF THE IMPLEMENTATION OF CHILD PROTECTION PROGRAMS  
IN KILIFI COUNTY – KENYA**

**BY**

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**A research project submitted in partial fulfillment of the requirements for the award of the  
degree of Master of Arts in Project Planning and Management of the University of Nairobi**

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**DECLARATION**

I declare that this research project report is my original work. It has not been submitted before for any other degree or examination at this or any other University.

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## **DEDICATION**

I dedicate this work to my wife Agnes and my children Diana, Ian, Lyn, and Debra for their unwavering support and motivation that keeps me going.

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## LIST OF ACRONYMS

<b>ACRWC</b>	: African Charter on the Rights and Welfare of the Child
<b>AMREF</b>	: African Medical and Research Foundation
<b>ANPPCAN</b>	: African Network for the Prevention and Protection against Child abuse and Neglect
<b>CBO'S</b>	: Community Based Organizations
<b>CISP</b>	: Comitato Internazionale per lo Sviluppo dei Popoli
<b>CCI</b>	: Charitable Children Institution
<b>CPC</b>	: Child Protection Center
<b>CPP</b>	: Child Protection Programs
<b>CPS</b>	: Child Protection Services
<b>CS</b>	: Community Sector
<b>CSS</b>	: Community Service Sector
<b>DCS</b>	: Department of Children's Services
<b>GBV</b>	: Gender Based Violence
<b>IDLO</b>	: International Development Law Organization
<b>M&amp;E</b>	: Monitoring and Evaluation
<b>MOH</b>	: Ministry of Health
<b>NAPCWA</b>	: National Association of Public Child Welfare Administrators
<b>NCPS</b>	: National Child Protection Services
<b>NGO</b>	: Non-Governmental Organization
<b>OAU</b>	: Organization of African Union
<b>SIDA</b>	: Swedish International Development
<b>UK</b>	: United Kingdom
<b>UNCRC</b>	: United Nations Convention on the Rights of the Child
<b>UNICEF</b>	: United Nation Children Fund
<b>SAPS</b>	: South African Police Service

## ABSTRACT

Child protection is increasingly becoming an important social issue in the contemporary world. This is because children are increasingly being exposed to violence, exploitation and all forms of violation of their rights. As expected therefore, many stakeholders, both state and non-state, have come up to address this issue. Kilifi County is one of the regions where children's lives are threatened by various forms of abuses. Child protection service providers have done a lot, but a lot more is still desired. The county has been a beneficiary of some very good child protection programs. Unfortunately, not all these programs achieved, or are achieving, what they set out to accomplish. The purpose of this study is to establish the determinants of the implementation of child protection programs in Kilifi County. The study was guided by five objectives which are to examine the influence of financial resources, human resources, inter-agency partnerships, top management support and monitoring and evaluation on the implementation of child protection programs in Kilifi County. Descriptive research design was adopted for the study. The study sampled (90) respondents to be drawn from (12) child protection organizations with a total population of (901) in Kilifi County. Data collection was carried out using questionnaires and key informant interview guide. The quantitative data was analyzed using descriptive statistics with the aid of Statistical Package for Social Sciences (SPSS version 24). The study results were presented through tables and narratives. The data was then presented through frequency tables and narrative analysis. All measures were recorded on five point Likert scales anchored by Strongly Disagree (1) to Strongly Agree (5). Hypothesis was tested after each question as per the objective by the researcher using the simple Chi-Square test. The alternative hypotheses were accepted. Therefore findings revealed that there was significant relationship between financial resources availability and the success of child protection programs implementation; Human resources have significant influence in the success of child protection programs implementation; There is significant relationship between inter- agency Partnerships in the level of success of Child Protection Programs implementation, there is a significant relationship between Top Management Support and the success of Child Protection Programs implementation, there was significant relationship between Monitoring and Evaluation and the success of Child Protection Programs implementation in Kilifi County. Based on the findings of the study, the researcher suggests research to be done to find out if there are other confounding determinants that influence implementation of child protection programs such as abject poverty among the population in Kilifi County, retrogressive cultural practices and beliefs that influence child protection interventions negatively. The research recommends that; financial resources should be made available so that they support the child protection programs. Also, human resource capacity should be improved as well as involve more stakeholders and partners if successes of the child protection programs are to be realized. Child protection programs should get top management support to be implemented successfully. Monitoring and evaluation of the child protection programs need to be done regularly to ensure effectiveness and efficiency.

**Key words:** child protection; implementation; human resource; financial resource; top management support; monitoring and evaluation.

## **CHAPTER ONE**

### **INTRODUCTION**

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

Child protection is becoming an important social issue in the contemporary world. This is because children are increasingly being exposed to violence, exploitation and all forms of violation of rights. The child protection concept has been understood differently by different agencies dealing with the welfare of children. The difference in understanding thus has led to “Child Protection” being defined differently by different organizations depending on the different specific contexts in which it is being used. According to SIDA, child protection refers to the protection of children in vulnerable settings and response to violence, exploitation, and abuse against children, including commercial sexual exploitation, trafficking, child labour, and harmful traditional practices such as female genital mutilation and child marriage (SIDA, Child Protection Conducting a dialogue, 2016).

The ever growing vulnerability of children, coupled with the universal consensus on the dire need for the protection and development of this important age group in the society, has led to the formulation of instruments meant to ensure their protection at international, regional and national levels. Pertinent examples include: The 1989 United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC) 1999.

As observed by Meintjes (2002) in South Africa, the estimated number of children with one or both parents dead in 2006 was almost 3.8 million, or 21% of the child population. The South African Government has made remarkable efforts in recognizing and appropriately supporting around 122,000 children that live in child-headed households. About 450,000 children live in formal foster care arrangements. A research by the Labour Department in South Africa puts the number of street children and children involved in child labour at one million. Data from the South African Police Services (SAPS) indicates that even though the violence being perpetrated on children is decreasing, the incidence is still widespread. Sexual abuse is one of the most common forms of abuses against children, SAPS indicates that 40% of reported rape cases in South Africa are perpetrated on children. UNICEF Kenya report indicates that 101,000 children

were in conflict with the law between the years 2001-2006. This is a high number considering the growing concerns of children being put in detention for a long time.

According to the UNICEF Kenya report on child protection (February 2009), over six million children are in need of care and protection, of which half of them are orphans. Even though some of the orphans are cared by their relatives, a good number of them are in charitable children's institutions (CCI), on the streets, or in child-headed households. In their 2014 Annual Report, UNICEF cites natural and manmade phenomena such as flooding and conflicts as determinants increasing vulnerability of children since access to schools and vital health services is inhibited. The Convention on the Rights of the Child adopted by the UN General Assembly in 1989 is the first international treaty to place a comprehensive legal obligation on state parties to protect all children from all forms of abuse, violence, neglect and exploitation. As cited in Phasha (2017), UNCRC outlines that all children have the right to be protected from violence, abuse and exploitation.

Complementing the UNCRC is the African Charter on the Rights and Welfare of the Child which was adopted by Organization of African Unity (OAU) in 1990. It gives provision for the protection of every child against all forms of economic exploitation and hazardous work that interfere with the child's physical, mental, spiritual, moral or social development. It also binds States Parties to the present Charter to take specific legislative, administrative, social and educational measures to protect the child from all forms of torture, inhuman or degrading treatment and especially physical or mental injury or abuse, neglect or maltreatment including sexual abuse. ACRWC also provide for the protection of the child against economic exploitation and any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social development (African Commission on Human and Peoples Rights, 2017).

Kenya is a signatory to both UNCRC and ACRWC. The two treaties have also been domesticated in the Children Act 2001. The Act protects children from illiteracy, sexual abuse, and child labour through giving the parents and the government the responsibility of according these rights to their children. The country's constitution too outlines that the Kenyan child shall

be entitled to protection from physical and psychological abuse, neglect and any other form of exploitation including sale, trafficking or abduction by any person (IDLO: Kenya Country Report, 2010).

Nevertheless, various studies and popular media reports indicate that violence against children and exploitation of children are serious problems in Kenya. To further curb against child violation in Kenya a document strategy - called Strengthening Child Protection in Kenya - was developed to strengthen Kenya's child protection system and to improve the quality and access of services for children at risk of or experiencing abuse, abandonment or separation, neglect or exploitation. The strategy prioritizes the strengthening of policy and legal framework, improved organization, management and administrative mechanisms, and enhancement of quality and access to services. The strategy also in a special way addressed the role of the justice system in responding to children's needs (UNICEF) Kenya report 2014). The downside of this strategy is that it was not fully implemented.

Effective partnership and networking has been cited by different researchers as a major gap in child protection programming in Kenya. For example, SIDA in the Kenya Country Case Study elaborates the dire need for a functioning child protection partnership and referral system that is coordinated by the NCCS. The NCCS as the body mandated to spearhead child protection activities in the country should have provided leadership in the establishment of a network that would ensure effective partnership and coordination in the two levels of government in Kenya. Even though UNICEF is currently advancing something in this regard, it is not operational yet. Individual county governments and organizations can also build on this through promoting cohesive partnerships in their areas of operations. These partnerships were good platforms for advocating for government departments and other agencies to prioritize preventive and responsive child protection activities. In addition to that, proper partnerships would also ensure there is a rich pool expertise, resources and knowledge working to ensure success of child protection programs (UNICEF, Kenya report 2014).

Human resource capacity in terms of knowledge and skills builds directly to the effectiveness and efficiency of service delivery which is critical in any child protection program. This is cited

in Violence against Children Response Plan, in the Kenya National Guidelines for Alternative Care and in the County Child Protection Systems Guidelines. The capacity issue crosscuts both governmental and non-governmental programs. Inadequate personnel and hiring of personnel with inadequate knowledge has been shown to hamper the ability of service provision to children and their families. For instance, UNICEF found out that their local implementing partner in Kassala, Sudan, had very little training in their work that entailed Child's Best Interest Determination. This scenario is a replica of what is happening across the region, and more so in Kenya, where most people learn on the job. (Save the children, the framework for the national child protection system, 2011).

## **1.2 Statement of the Problem**

While several programs, policies and legislative frameworks for protection of children exist at various levels, the phenomenon of child abuse, violence and exploitation is still persistent. Issues affecting children have become more rampant in our society, through the media there have been reports of child labour issues where children are seen going to the streets after school as traders of sorts, children have also been said to get into prostitution as a way of dealing with poverty and there is an increase of street children in the towns (UNICEF, Kenya report 2014).

In Kenya, the government through Children's Department, other government agencies and other institutions and organizations have been and continue to work towards dealing with issues of child protection, however the success of these programs have been at a low level. These programs are at different levels from international, national, county, as well as community based. The effectiveness of these programs however, has come under scrutiny with UNICEF study showing that a number of child protection program are still under performing. This is occasioned by constrained within the programs and external to the programs.

In the case of Kilifi County, there are many child protection programs that have been operating in the region for quite some time now. The USAID is one of the major donor funding projects in the area, while the success or failure of projects funded by such high profile donors was not questioned in the research, it would be interesting to ask oneself why with all these projects, children in Kilifi County are still highly vulnerable to almost all forms of abuses. According to a

research conducted by Wessels, et., al (2014) children in Kilifi County still face multiple, severe and interacting risks, that makes them more vulnerable to abuses such as early marriage, defilement, denial of education rights, early pregnancies among other child right violations that has harmed their development and well-being.

There has not been a clear monitoring and evaluation on the social protection programs such as Orphans and Vulnerable Children-Cash Transfer (OVC-CT) program. Thus, this study aimed to look at determinants, internal or external to the organizations, influencing the implementation of child protection programs in Kilifi County.

### **1.3 Purpose of the Study**

The purpose of this study was to establish the determinants of the implementation of child protection programs in Kilifi County, Kenya.

### **1.4 Objectives of the Study**

This study was guided by the following objectives:

- i. To examine the influence of financial resources availability on implementation of child protection programs, in Kilifi County.
- ii. To determine the influence of human resource capacity on implementation of child protection programs, in Kilifi County.
- iii. To establish the influence of inter-agency partnerships on implementation of child protection programs, in Kilifi County.
- iv. To assess the influence of top management support on implementation of child protection programs, in Kilifi County.
- v. To determine the influence of monitoring and evaluation on implementation of child protection programs, in Kilifi County.

### **1.5 Research Questions**

The study answered the following questions:

- i. To what extent does financial resources availability influence the implementation of child protection programs in Kilifi County?



- ii. To what extent does human resource capacity have on implementation of child protection programs in Kilifi County?
- iii. To what extent do inter-agency partnerships influence implementation of child protection programs in Kilifi County?
- iv. To what extent does top management support influence implementation of child protection programs in Kilifi County?
- v. To what extent does monitoring and evaluation have on implementation of child protection programs in Kilifi County?

### **1.6 Research Hypothesis**

The study was guided by the following hypothesis:

- i.  $H_1$ ; There is significant relationship between financial resources availability and the success of child protection programs implementation in Kilifi County.  
 $H_0$ ; There is no significant relationship between financial resources availability and the success of child protection programs implementation in Kilifi County.
- ii.  $H_1$ ; Human resources have significant influence in the success of child protection programs implementation in Kilifi County.  
 $H_0$ ; Human resources have no significant influence in the success of child protection programs implementation in Kilifi County.
- iii.  $H_1$ ; There is significant relationship between inter-agency partnerships in the level of success of Child Protection Programs implementation in Kilifi County  
 $H_0$ ; There is no significant relationship between inter-agency partnerships in the level of success of Child Protection Programs implementation in Kilifi County
- iv.  $H_1$ ; There is significant relationship between Top Management Support and the success of Child Protection Programs implementation in Kilifi County.  
 $H_0$ ; There is no significant relationship between Top Management Support and the success of Child Protection Programs implementation in Kilifi County.
- v.  $H_1$ ; There is significant relationship between Monitoring and Evaluation and the success of Child Protection Programs implementation in Kilifi County.  
 $H_0$ ; There is no significant relationship between Monitoring and Evaluation and the success of Child Protection Programs implementation in Kilifi County.

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

The findings of this study are important as references to those involved in programs enhancing child protection, by laying out strategies and directions. The research contributes methodological approaches appropriate to examining effectiveness of project management in implementation of child protection programs. To academics, the findings contribute to the body of literature in management of child protection programs, adding knowledge to the education fraternity. Adding more knowledge to the issues, policies, direction for possible strategic changes that program managers should take to ensure their actions are actively responsive to the protection needs of children. The study follows a given theoretical background and so the findings points to potential lines of consideration for rethinking concepts and theories that guide the study of child protection programs. This study therefore highlights the determinants that influence implementation of child protection programs and hence sheds light on where to begin to improve the services offered. The information gained from this study can assist the organization in dealing with the highlighted factors, thus improving their effectiveness. This will also assist other organizations or institutions in the child welfare field to guard against such as they carry out their programs.

### **1.8 Basic Assumptions of the study**

From the findings, these assumption were confirmed given that the study found a significant relationship between financial resources availability and the level of success of child protection programs implementation; Human resources and the level of success of child protection programs implementation; inter-agency Partnerships and the level of success of Child Protection Programs implementation; Top Management Support and the success of Child Protection Programs implementation; Monitoring and Evaluation and the success of Child Protection Programs implementation .

### **1.9 Limitations of the study**

Time was a key limitation to the study, to address this, the researcher sought for leave from work to conduct the study.

### **1.10 Delimitations of the study**

The study was carried out in Kilifi County, Kenya. The site was selected because of financial constraints which would require travelling expenses so as to reach other counties. The study focused on determinants of the implementation of child protection programs which also considered only five determinants which include; financial resources availability, human resources, inter- agency Partnerships, Top Management Support, Monitoring and Evaluation and the success of Child Protection Programs implementation. The study programs are selected because of the varied nature of some of the programs on child protection.

### **1.11 Definition of Significant Terms used in the study**

**Child Protection:** Refers to all actions and strategies that prevent and respond to violence, abuse and exploitation perpetrated against children.

**Implementation:** The actual execution of planned activities effectively and efficiently. How much of the services were delivered according to how it was designed.

**Human resource:** Refers to the individual or personnel or workforce within an organization responsible or performing the tasks given to them for the purpose of achievement of goals and objectives of the organization which is possible only through recruitment.

**Financial resource:** This includes the actual money or funding available for the execution of the activities in the projects and programs.

**Top management support:** Is the goodwill by the senior management to accord the rest of the staff the necessary resources and authority/ power for project success.

**Monitoring and Evaluation:** Monitoring and Evaluation are systems in place within organizations that assist in checking the project and programs to see whether they are still relevant and following the planned design.

### **1.11 Organization of the Study**

This study is organized into five chapters: the first chapter outlined the background of the study, the statement of the problem, the purpose of the study, the objectives of the study, research question that guided the direction of the study and concluded by providing the definition of significance terms used in the study. The second chapter consists of the literature review based on the problem and guided by the objectives of the study; it also has theories that guided the

study as well as a conceptual framework. The third chapter outlined the methodology used in carrying out the research which included the research design, target population, sample size and outlined the data collection instruments, validity of instruments. Reliability of instruments, the fourth chapter presents the data analysis, presentation and interpretation of results while the fifth chapter consists of summary, discussion, conclusions and recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This research project is based on determinants that influence implementation of child protection in Kilifi County, Kenya. This chapter explored what studies have been done in relation to this issue. It comprises of: Information on the organization under study, history of child protection and its development over the years, change of trends of child protection, theories on child protection including, complex theory and implementation theory. The study also has a conceptual framework and summary of the knowledge gaps.

#### **2.2 Role of child protection programmes**

Child protection programs provide strategic direction and leadership and consist of senior managers. The program support country and regional offices, as well as members to expand and strengthen their child protection portfolio through coordination, networking and a knowledge management role. They facilitate capacity-building and advocacy, as well as the implementation of the global indicators, and also provide support in the development of country offices' strategies. In addition, Member-Led Task Groups have been formed to develop thematic strategies, policy documents and programme tools. They also provide capacity-building and support to members and country offices in the implementation of their thematic strategies. Child protection program activities include creating Child Friendly Spaces in emergencies, reunifying separated and unaccompanied children with their families in emergencies, developing public awareness campaigns against child trafficking, piloting training programs for social workers to provide supportive care to families and children and advocating for more effective national protection policies and child welfare reform (Save the Children, 2007)

#### **2.3 Determinants of implementation of child protection programmes**

Determinants of implementation of child protection programs are discussed including; resources (financial and human); partnerships, top management support and monitoring and evaluation process.

### **2.3.1 Financial Resources availability and Implementation of Child Protection Programs**

The primary responsibility of child protection including all the key related services belongs to the government of the land. This role is sometimes delegated to local authorities but the supreme powers remain with the central government due to its large resource base, and authority. There is evidence however of a uniformed characteristics of under-funding of the government departments dealing with child welfare world over. In America for example, child advocates, researchers, and other critics of the child welfare system have long contended that the system is underfunded, that caseload sizes exceed professional guidelines for effective practice, and that increased service demand is exacerbating an already difficult situation (Save the Children, 2011).

Child protection programs are very demanding financially. Successful execution of the various interventions identified in the various programs additionally demands for funds to hire the implementing staff whose number is huge as determined by the huge caseload. Without funding, or decreased funding it will mean that the workers are not well remunerated and more than this, the number of workers was significantly less causing burnout of the workers available, and inefficient implementation of child protection programs (Burton, 2012).

### **2.3.2 Human Resource capacity and Implementation of Child Protection Programs**

According to a consultancy-review of institution and human resource needs for child protection by ANPPCAN (2014), for a functional and effective National Child Protection System (NCPS), there should be clearly defined structures and roles for all actors, particularly state and non-state actors to ensure that they align their efforts to achieve a common goal. According to this review, one major challenge on implementing NCPS is inadequate human and financial resources. The human resource base is particularly worrying especially in the public sector, where most officers in charge of children matters lack the academic background needed to discharge their duties, further exacerbating the problem of service provision and systems approach to child protection. This thus, communicates the need for capacity building for child protection workers so that they are equipped with required skills hence success of implementation of child protection programs.

The field of social work has always given a significant consideration to child welfare training and education. In Kenya, Child protection as a field is still not very strong, this is because

looking at the programs offered at institution of higher education, Child Protection is not offered as a course, and thus for one to get child protection education they would need to take social work as a course among other related courses. For the last two decades, in the United States, the rate of cases of child abuse has been rapidly increasing (Cash and Wilke, 2003; Freisthler, 2004). According to Freisthler (2004) this period has however been characterized by lack of, or, insufficient funding channeled to employing and capacity building qualified professionals to provide service to the children at risk of abuse, and their families. There are very limited numbers of social workers who are in charge of taking care of children in child protection programs. What is happening is that having people who have been in an organization and because of being there for long periods of time, they are the ones entrusted with child protection programs that an organization may decide to start as opposed to hiring qualified and trained social workers with the skills and knowledge to head these programs. Briar-Lawson et al., (1997), however, has shown that the utilization of qualified personnel, who have been specifically trained in child welfare, is a prerequisite to better child welfare.

High rate of staff turnover has proved to be an important factor in implementation quality, typically delaying implementation of increasing caseloads for others, while new staff are hired and trained. Stress and turnover in child protection organizations makes the delivery of child welfare to be unprofessional. Miller and Dore, (1991) have shown that high levels of occupational stress are experienced by staffs that are not qualified for the job, in this case, social work profession. This therefore calls for respective organizations and state departments, that wish to register low rates of burn out and turnover, to ensure that their human resource is qualified, and are specifically trained for the job. Thus the importance of education and training in any profession one is in, but especially in this case training in social work and child protection due to the sensitivity that goes into child protection issues. According to Miller and Dore (1991), professional challenges are inevitable in any child protection organization. Further they argue that comprehensive training equips the workers for the challenges they should expect in their career and how to address them. This knowledge is however not being implemented by individual organizations and departments as was noted by Hopkins, Mudrick, and Rudolph (1999).

Section 47 of the Children Act 1989 (UK), mandated local child protection actors to share in the investigation and intervention of all processes pertaining to child protection within their location and scope of work. The local authority in the UK is strategically placed for the community and any other agent to report their concerns. The other agencies have however also embarked in widespread civic education and trainings to ensure both the community and other players are aware of their mission, objectives, activities and specific roles in the child protection field, and because of this numerous training which have heavy budget implication, the issue of the need for staff retention has also come into play.

According to Davis (2009), the social work profession in Africa is very rich. This has been contributed to by an ideology that focuses on addressing the needs of children in the community who are vulnerable, especially those whose vulnerability is brought about by the economic capacity of their families. This profession however has its challenges. For example, the society still do not well understand the principles of social work, there is lack of originality in the practices that are being used in Africa, and there is still a dire need for capacity building of the staff. In strengthening the child protection welfare systems, it is important for the laws of the land, local policies, the environment, education and training of the staff and M&E to be well connected. The education and training should be delivered in a systematic manner with consideration to the quality of the trainings, the demand, the gaps in the community, and sustainability strategy. Programs in Africa have however been lacking in the aforementioned areas. Work constrains thus need to be addressed by developing strategies that would cater for the needs arising from human resource for Child Protection programs. Some of these needs include; staff shortage leading to overloading those available, high staff turnover due to low remuneration especially by governments and work overload, capacity building of workers through education and training, methodologies that would deal with the root causes as opposed to immediate effects, as well as being strict in the recruitment of child protection workers whereby qualified people should be recruited to child protection programs.

### **2.3.3 Partnerships and implementation of Child Protection Programs**

According to UNICEF, Framework for Partnerships, Partnerships are defined as voluntary and collaborative relationships between various parties in which all participants agree to work



together to achieve a common purpose or undertake a specific task. Goddard (2006) argues that the term ‘partnership’ is being used by the Australian government to describe a preferred relationship with Community Service Sector (CSS). Partnership is about (inter) organizational and institutional relationship between the Community Sector (CS) and the state. This depends on all agencies working together on child protection and on professionals using their judgment. Working effectively with others in a wider system significantly impacts on the effectiveness of child protection. All over the world, child welfare systems strive to find ways of achieving successful interagency. However, as Ruch (2005) and NAPCWA (2003) have shown, collaboration among partners leads to better individual outcomes. Effective collaboration and partnership building across organizations takes place at different levels and for different purposes.

Horwath and Morrison (2007), highlight these different levels from the individual to the organizational; First is Communication which involves people talking together, second, cooperation which requires slightly more purposeful activity, such as working together on a case by case basis, third, Coordination or Confederation which occurs at an organizational level and is more formalized, but there are no sanctions for non-compliance, fourth, federation of Coalition which requires joint structures and some ceding of autonomy, fifth, Integration occurs when there is a relinquishment of the old identity and a new organization is formed. UNHCR in their Framework for the Child Protection (2012) argue that the aim of partnership is to work together to safeguard and promote the welfare of a child. Where this is not possible, or at times when such attempts have failed, social services and/or the police uses their statutory powers to protect the child’s interests and welfare.

#### **2.3.4 Inter-agency Partnerships and implementation of child protection programs**

According to Walker (2004) it is very important to improve interagency collaboration in any program. Coordination is the formal, institutionalized relationship in a network of organizations. More specifically, coordination is described as the extent to which organizations attempt to ensure that their activities take into account those of other organizations (Hall et al., 1977). Child protection field is one where the benefits of interagency collaboration can be vividly seen. Thus, due to the nature of the complexity of child protection, not just in the nature of the need for

protection but also with different organizations and fields, it is important to have an effective and efficiency inter-agency collaboration. In Inter-agency links, Programs fair better when larger systems are receptive to them. Public sector workers in all services including the children service should work in partnership for effective safeguarding and proper coordination and delivery of service delivery to the child and its family.

According to Amiri and Tostensen (2011), each stakeholder in the child protection system is supposed to understand their role and the role of the other partners, and how they individually impact in the larger system. Everyone must be clear about their own role and understand the part played by colleagues in other disciplines and agencies. Appreciate how information sharing on a 'need to know' basis is essential for successful inter-agency work. Most of intra-organizational and inter-organizational communication comes up from misunderstanding of individual roles and responsibilities. In order to secure the best possible outcome for the child therefore, there should be both mutual respect and understanding of the individual roles. On top of that, there should also exist the good different organizations to facilitate for good collaboration and good information sharing. (Save the Children, 2011). According to Frost (2005), there are four stages of interagency partnership. These are cooperation, collaboration, coordination and integration. Integration is the ultimate stage where different organizations work in unison to enhance the delivery of service to the children.

While inquiries into child deaths in the UK, including some such as that into the death of Sukina Hammond (Bridge Child Care Consultancy Services 1991) where domestic violence was a key issue, have emphasized breakdowns in multi-agency communication and collaboration (Reder and Duncan 2004), there is not a great deal of concrete evidence to suggest that multi-agency working has been particularly effective (Corby 2002). There have been few rigorous evaluations; however, one of the more systematic studies (Glisson and Hemmelgarn 1998) undertaken in Tennessee showed that increased inter-organizational co-ordination had a negative effect on service quality and no effect on the outcome of children's improved psycho-social functioning. By contrast, improving the 'organizational climate' measured by low levels of staff conflict, high levels of co-operation, the existence of role clarity and staff being able to exercise personal discretion showed a much greater effect on positive outcomes for children.

On a more positive note, there are excellent examples of multi-agency working in the domestic violence arena which show that policy and practice can change to support survivors and address the issues of social justice (Diamond, Charles and Allen 2004; Hester and Westmarland 2005; Robinson 2003). Work with children which acknowledges and harnesses the knowledge and skills of a range of agencies is more likely to ensure that children's support needs are met (Mullender 2004).

### **2.3.5 Top Management Support and Implementation of Child Protection Programs**

This factor looks at the level of influence of support from top management in the success of implementation of child protection programs. According to Young and Jordan (2008); Top management is defined as devoting time to the program in proportion to its cost and potential, reviewing plans, following up on results and facilitating the management of problems. According to Slevin and Pinto (1987), Top management support is the willingness of top management to provide the necessary resources and authority/ power for project success. Top management should thus provide direction to the implementation teams and monitor the progress of the project of importance is the power and authority that the top management wields in controlling resources that are vital in program implementation. How the top management relates with other team members therefore directly to some level determines the outcome of the intervention. For the success of child protection programs, the top management should progressively engage and develop their staff so as get the best out of them. As Pfeffer (1998) argue, organizations can reap a 40% gain by managing people in ways that build commitment, involvement, learning and organizational competence.

For a child protection program to achieve its goal, the top management structure should create a supportive system to ensure authority and direction throughout the projects progress and also to ensure the goals of the organization are effectively achieved within this process. The amount of support given can influence either positively or negatively, how the organization pulls through, thrives and record success within the ever challenging environment and system that child protection programs operate in. Kerzner (1987) defines the critical success determinants as those components that are required to establish an environment where projects are managed consistently with excellence. He identified six critical success determinants for successful project

including: corporate understanding of project management, executive commitment to project management, project manager selection criteria, project manager's leadership style, commitment to planning and control. This, thus, translates to issues relating to how well the management and workers communicate and relate, and overall work together to ensure success.

Farhan (2014) in highlights the various forms that Top Management support can take including commitment demonstration, supporting team members overcome hurdles, realization of goals and building up confidence in the team. In factors that need to be considered in managing projects, Farhan also includes the authority and power bestowed on the team leader and team members to ensure project success. Research done by Nader (2011), on relationship between top management support and project performance, showed there is relationship between top management involvement and project performance, which confirmed that top management support or involvement possesses positive impact to the success of project performance.

Continually, top management support comes up as an important aspect in regards to the success of projects. The day to day running of programs includes critical decision making, constant review of progress, policy formations, communication, and determination of future plan of actions. All these vital functions belong to the Top managers who in turn have to interpret the same to the rest of the staff. Hence, it is important for synergy to exist among all staff of different levels.

### **2.3.6 Monitoring and Evaluation Process and Implementation of Child Protection Program**

Monitoring and Evaluation (M&E) in any kind of project or program, including those working to keep children safe is critical. FHI 360, in their child protection toolkit manual, elaborates the purpose of M&E in Child Protection as being to facilitate a better understanding of what works and what does not work and what can be done to improve programming over time. Better monitoring means fewer surprises (ISACA 2010). Project monitoring and control consists of those processes required to collect, analyze and regulate the performance of the project. Project performance is observed and measured regularly to identify any variances from the plan. Project control calls for a proper monitoring and feedback mechanisms that facilitates for the senior and project managers to be able to compare progress of the project at the different stages. Monitoring

and feedback allows the project manager to predict problems and take pre-emptive corrective measures. M&E is very critical in child protection programming. The success of a system was gauged by how effectively the children's rights and children's well-being were addressed. If the child protection system is complex, the M&E for that project was complicated. M&E scrutinizes systems so as to ensure there is accountability and to track changes in the child's welfare. M&E also allows for one to identify the factors in a system and other dynamics within the system that gives leverage for a goal oriented change. The more complex the system gets, and the more formal the data quality becomes, so does the interpretation of the same. Fluke and Wulczyn (2010) argue that, system dynamic, accuracy, validity and interpretation of M&E analysis is important for effective feedback

Monitoring and evaluation can thus be said to be an important tool especially information gathered from the process is used to improve on intervention, it also points out where the gaps in the process are and thus provides an opportunity to develop other ways that would take care of the gap. Evaluation is used to measure the success or failure of a project and this process does just that. According to Khatiala (2013) M&E also brings out issues of accountability and transparency, giving organization credibility. Knowledge gained from monitoring and evaluation is thus a learning process, which can be used to improve overall performance of an organization. Information gained from this can also be used for strengthening partnerships as well as used in advocacy.

#### **2.4 Theories of Child Protection and Implementation**

This section discusses theories related to child protection. The theories discussed include: Implementation theory and Complexity theory. These are selected because they best explain issues of child protection and implementation and thus how one affects the other. Implementation theory provides a systematic methodology for designing an information exchange process followed by an allocation rule that leads to allocation decisions that are 'optimal' with respect to some pre-specified performance metric. Complexity theory provides a framework for understanding the process involved but without the problems of reductionism

### **2.4.1 Implementation Theory**

Implementation according to Yeaton and Sechrest (1981) is “the degree to which treatment is delivered as intended”. Similarly, Durlak, (1995) describes implementation as “what a program consists of in practice” and how much it is delivered according to how it was designed (Durlak, 1998). Weissberg (1990) noted that a combination of determinants interacts to influence both the outcomes that a program produces as well as the program’s future viability. These include the content and structure of an intervention, the manner in which it is implemented, relationships between program implementers’ and participants, and a variety of system-level variables. Thus to adequately assess implementation, information is needed about the specific program components, how they were delivered, and the characteristics of the context in which the program was conducted (Dane and Schneider, 1998).

The science and practice of implementation is the delivery of effective interventions to achieve their intended outcomes for children and families. As a field, it is recognized that improving services designed to support the needs and wellbeing of children and families involved in child welfare systems is influenced as much by the process of implementing innovation as by the specific practices selected for implementation (Aarons, 2010). For decades researchers and professionals have tried to understand why the delivery of human services is typically inconsistent, often ineffective and sometimes even harmful to the people they seek to serve even when there is evidence that the practice is sound. The search for the missing link between effective interventions (and/or promising practices) and intended benefits for children and families have revealed a lack of attention to implementation; the art and science of incorporating an intervention into human service settings. Essentially, when proven interventions are consistently and systematically implemented as intended improved outcomes for children and families are realized.

The science of implementation needs to be employed so that systems support quality practice and successful services reach and positively impact children and families. Implementation science is applied at all levels of a system, from practitioners in a child welfare agency to the county and state agencies providing child welfare leadership, oversight and policy. Implementation does not and cannot occur all at once, but in stages: Exploration Stage, where information is collected and

analyzed to identify the problem and potential solutions: Installation Stage, where staff and systems plan, prepare and organize to support utilization of the intervention: Full Implementation Stage, where the majority of staff are utilizing the intervention effectively: Innovation Stage, where constructive changes and adaptation are made based on data to improve sustainability where quality assurance systems are developed and maintained. The goal of implementation is for all practitioners to use an intervention consistently and as intended, however, an intervention alone is not complete, the larger environment, organization and systems must be supportive and able to help drive the success of the intervention. These implementation drivers are fundamental to the success of an intervention and are determinants that must be considered in implementation. Indeed, they are interdependent and support one another. According to Bless, Dyke and Fixsen (2013), implementation theory is based on the fact that it is driven by the following drivers: Leadership Drivers; commitment, transparency and inclusiveness, guide implementation by committing to the intervention or practice, adapting policies and organizational structures to support the intervention, pacing implementation and rollout of the intervention, and being inclusive and transparent in involving a broad array of internal and external stakeholders in the development and implementation of the intervention. The three drivers; commitment, transparency and inclusiveness need to be shown and practiced by the leaders, and are linked to objective two and three, partnerships and top management support. These determinants as influences on implementation of child protection programs would be taken care of these drivers leading to improved outcomes (Blaise and Fixsen, 2008).

In line with Blasé (2009), competency drivers; selection, training and coaching, help build the ability of those throughout the organization to use an intervention's principles and approaches by training managers, supervisors, staff and stakeholders, providing experience and coaching, designating staff and supporting champions, and aligning staff selection and evaluation systems. Competency drivers, are linked to objective one and four, where resources; financial and human plus project management skills as influences on implementation of child protection programs would be covered leading to improved outcomes of implementation.

Organization Drivers; revising policies, continuous quality improvement and evaluating progress, modify and align organizational systems to support the intervention by evaluating

progress and outcomes through quality improvement, using feedback loops, revising policy and creating tools. The fifth objective seeks to assess the influence of monitoring and evaluation of child protection programs. The above organization drivers clearly show that if done well then implementation would be more effective and thus improved outcome. The basis of implementation theory was important in the study as it helped the researcher to understand the determinants affecting implementation of programs and their interrelatedness.

### **2.4.2 Complex Theory**

Child protection is not simple because of the multiple determinants that lead to children being at risk. The society is changing constantly and as it changes family institutions are also changing. As a result, there are very many needs and challenges arising out of these changes. Due to the rising need of getting an income that is sufficient for families, parents are having to rely on others, care givers, to take care of their children and sometimes because of the dire need for these services, children are exposed and put at risk for different kinds of abuse. This being only one example, there are many other determinants both direct and indirect that lead to children being at risk. Because of these many determinants and how they interrelate with each other, complexity theory seeks to explain the need to look at child protection from this point of view and thus develop more effective ways of keeping children safe considering the complexities that are involved in child protection.

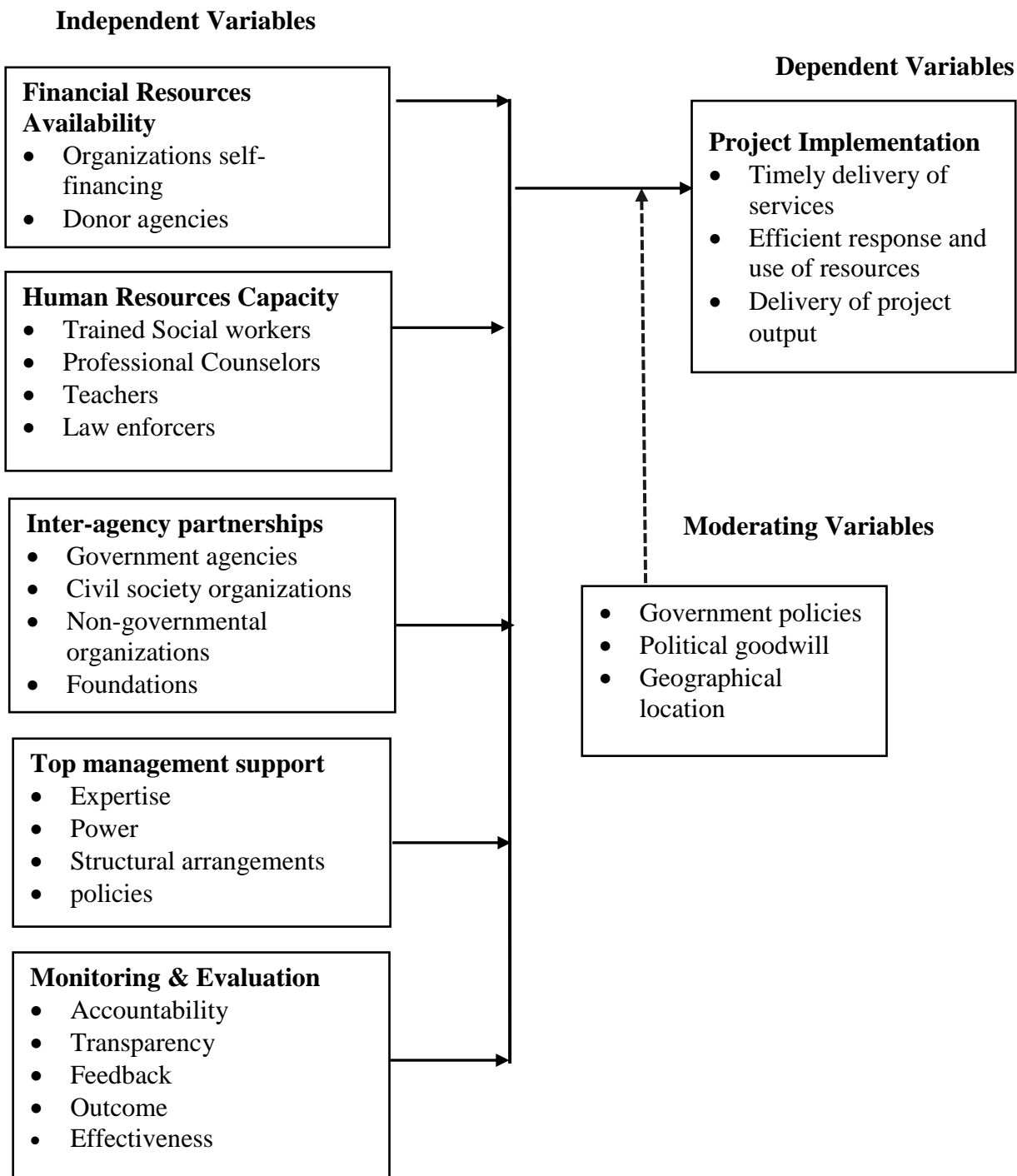
According to Steven's and Cox, 2008, Complexity theory refers to a theory which has drawn on a number of disciplines. Byrne (1998) provides a definition of a complex adaptive system as being the domain between linearly determined order and indeterminate chaos (1998), of which this domain has been referred to a system far from equilibrium. Complexity theory provides a framework for understanding the processes involved but without the problems of reductionism. It is argued that complexity theory offers new and helpful ways to conceptualize and work with the processes which underpin keeping children safe, thus Complexity theory applies to complex adaptive systems, making it an open system.



## **2.5 Conceptual Framework**

According to this research, the determinants that could affect the implementation of child protection program thus service delivery include; resources (financial and human) availability of or lack of funds affect the implementation by either ensuring the continuation of the programs or it stalling, human resource influence implementation in case of right qualifications for right job, motivation, training; partnerships (local and international) organization structure, monitoring and evaluation analysis in regard to how to improve on what may not have worked very well.

Moderating variable explains a relation or provides a causal link between other variables. It is also known as mediating variable or intermediary variable. In relation to this research, the intervening variables include legal framework and policies. The conceptual framework thus shows the relationship between the different variables in the research. These variables are categorized as either dependent variable (how it is affected by independent variables); independent variables (how it affects the dependent variable); as well as the moderating variables (indirectly influences research).



**Figure 1:** Conceptual Framework

**Figure 1:** A conceptual framework showing dependent variable (right) and independent variables (left). The moderating variables were not considered in this study but could influence the dependent variable.

## 2.6 Summary of chapter and knowledge gaps

This study is based on Determinants of implementation of Child Protection Programs. Some of the determinants discussed thus include: Resources (financial and human), partnerships, top management support, and monitoring and evaluation processes. The discussed determinants should also be seen as interrelating to each other: Inadequate funding is integral with implementation of programs as it affects service delivery, thus need for increase of funding. Human resource is a key factor influencing the implementation of child protection programs and there is need to have adequate number of trained personnel to handle complexities involved. Partnerships are also encouraged, with communication and cohesion. Top management support affects service delivery because they are the decision makers in the organization and they control the resources, thus their support is integral. Monitoring and evaluation helps in improving services if they are well and consistently conducted, thus need for M&E to be inculcated into CPP's.

<b>Variable</b>	<b>Author and Year</b>	<b>Findings</b>	<b>Knowledge Gap</b>
Financial Resources	(Stover 2007)	-Diversion of donors funds	-Lack of proper need assessment.
Human Resource	(Freisthler 2004)	-Hiring of unskilled personnel	-Human resource and success
Inter-Agency Partnership	(Amiri and Tostensen 2011)	-Misunderstanding of individual roles	-Clear roles of organizations
Top Management Support	(Young and ordan,2008)	-Top management commitment on following up results	-Policies on roles of stakeholders
Monitoring and Evaluation	(Khatiala, 2013)	-Monitoring and Evaluation enhanced credibility, accountability and transparency.	-In adequate monitoring and evaluation systems

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the data and methods that were used in the study. It includes: study design, scope, and population, sampling techniques and procedures, sample size, data collection tools, data analysis and data presentation of the results. It also looked at the ethical perspectives observed through the process and operational definition of variables.

#### **3.2 Research Design**

According to Oso and Onen (2009), research design are procedures selected by a researcher for studying a particular set of questions or hypothesis, including the choice of quantitative or qualitative methodology, and how causal relationships between variables or are to be explored. This research used a descriptive research design. This design brought out a holistic picture of the aspects of implementation processes being studied and allowed self-control of the information obtained from various sources during data collection and analysis, ultimately paving way to synchronization of results and their interpretation.

#### **3.3 Target Population**

For the purpose of this study, the target population was drawn from (12) sampled organization that deal with issues of child protection or has child protection programs in Kilifi County. This included: religious organizations, CBO's, NGO's and the government agencies.

#### **3.4 Sample Size and sample techniques**

According to Orodho and Kombo (2002), sampling is the process of collecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group. There are several approaches to determining the sample size.

##### **3.4.1 Sample size**

For the purpose of this study, the researcher selected (12) organizations. The selection was done purposively due to the fact that they deal with child protection issues. (90) Staff out of a total of

(901) staff in the organizations were sampled, this represent (10%) of the total population in the organization in line with Mugenda (1999). The selected respondents were expected to participate in this process with specific information from the heads of department and managers as key informants as well as the semi-structured questionnaire that shall be disseminated to sampled staff.

**Table 3.1 Organizations and the Targeted Population.**

<b>Name of organization</b>	<b>Population Size</b>	<b>Sample Size</b>	<b>Percentage</b>
CISP	48	6	6.2
AMREF	18	2	5.5
Plan International	96	8	5.2
World Vision	46	6	6.5
Sauti Ya Wanawake	106	10	5.6
GBV Online	48	6	6.2
DCS	11	2	9
Probation Department	24	12	25
Police Services	320	20	5
Sub County Education Offices	120	12	5
Pope Francis Rescue Centre	35	2	5.7
Furaha Phonix Home	29	4	6.8
<b>Total</b>	<b>N=901</b>	<b>N=90</b>	<b>100</b>

Source: CPC Stakeholders Mapping Report 2017.

### **3.5 Data Collection Instruments**

According to Parahoo (1997), a research instrument is a tool used to collect data. An instrument is a tool designed to measure knowledge attitude and skills. Questionnaires were the main data collection instrument in this research. The instrument was best suited because of its practicability and can be used to collect data from a large number of people within a short period of time. Gilham, (2008) argued that questionnaires if well designed can be used to collect accurate and reliable information over a short period of time and from a large scope of study.

### **3.5.1 Validity of the instrument**

Any research can be affected by different kinds of determinants which, while extraneous to the concerns of the research, can invalidate the findings (Seliger and Shohamy 1989, 95), thus, validity is one of the main concerns with research. According to Joppe (2000), Validity determines the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit ‘the bull’s eye’ of your research? Validity reveals, whether the means of measurement are accurate and whether they are actually measuring what they intend to measure. Validity is thus important in a research study to ensure that our results can be used effectively, and, variable that may threaten validity should be controlled as much as possible. The validity of the data collection was ensured by sharing the draft versions of the tool with the research supervisor, and conducts a pretest.

### **3.5.2 Reliability of the instrument**

According to Joppe (2000) reliability is the extent to which results are consistent over time. Reliability is the degree to which an assessment tool produces stable and consistent results. It thus reveals whether the results are replicable. Kirk and Miller (1986) identify three types of reliability referred to in quantitative research, which relate to; the degree to which a measurement, given repeatedly, remains the same; the stability of a measurement over time; and the similarity of measurements within a given time period. If dealing with the same measure, then the results should remain similar. Crochbach Apha test was used to test the reliability of the questionnaire. The tool was determined to be reliable since the coefficient of 0.802 was achieved. The coefficient indicated a strong positive co-relation between variables since correlation coefficients whose magnitude is between 0.7 and 0.9 indicate variables which can be considered highly correlated therefore allows reliability of the research instrument used.

### **3.5.3 Key informant interview**

Key informant interview is a loosely structured conversation with people who have specialized knowledge about the issues you wish to understand. The purpose of the Key informant interview was to get information from specific range of persons who have a particular knowledge base. In this study, managers from different organization, specific information would only be with and

come from the management team in relation to details of how the organization works, through its systems and processes hence the use of tool.

#### **3.5.4 Questionnaires**

This tool was used to translate the researcher's information needs into a set of specific questions that respondents were willing and able to answer. A questionnaire is the main means of collecting quantitative primary data. It enables quantitative data to be collected in a standardized way so that the data are internally consistent and coherent for analysis. The questionnaire was structured in reference to the Likert scale. It had sections based on study determinants.

#### **3.6 Data collection procedure**

Qualified enumerators were engaged for the research activity. They were trained on the research activities and the ethical considerations. The questionnaires were administered to the randomly picked sample group at their workplace. Prior communication was made with the sampled respondents so as to avoid inconveniences. 5 Key informant interviews was also conducted with the respondents being 2 from the state departments, 2 from NGOs, and one from religious organization.

#### **3.7 Data Analysis Technique**

The quantitative data collected was keyed in and analyzed using descriptive statistics with the aid of Statistical Package for Social Sciences (SPSS version 20). The quantitative data generated was subjected to the descriptive Statistics feature in SPSS to generate mean, median, mode, standard deviation and variance, which was presented using tables, frequencies and percentages.

#### **3.8 Ethical Considerations**

Researchers have the moral obligation to strictly consider the rights of the participants who were expected to provide information (Streubert Speziale and Carpenter 2003:314). A number of steps were taken to ensure that the study was undertaken within the bounds of ethical frameworks for conducting research in social sciences. Ethical measures that guided this study included: consent, confidentiality and anonymity, privacy, dissemination of results and the right to withdraw from the study.

### 3.9 Operational definition of variables

**Table 3.2 Operational definition of variables**

<b>objectives</b>	<b>Independent variables</b>	<b>Indicators</b>	<b>Measurement scale</b>	<b>Types of an analysis</b>
1. To examine the influence of financial resources availability on implementation of child protection programs, among child protection organizations in Kilifi County.	Financial Resources	-Existence of organizational self-funded funds. -Existence of developmental funds. -Existence of funds from donor agencies	Ordinal scale	Descriptive
2. To examine the influence of human resource capacity on implementation of child protection programs, among child protection organizations in Kilifi County	Human Resources	-Engaging of qualified staff. Staff are motivated to work	Ordinal scale	Descriptive
3. To assess the influence of inter-agency partnerships on implementation of child protection programs, among child protection organizations in Kilifi	Inter-agency partnerships	-Existence of active partnerships with state actors. -Existence of active partnership with non-state actors	Ordinal scale	Descriptive



<p>4. To determine the influence of top management support on implementation of child protection programs, among child protection organizations in Kilifi County.</p>	<p>Top management Support</p>	<p>-Existence of well qualified senior managers. -Good organizational structure. -Existence of good policies</p>	<p>Ordinal scale</p>	<p>Descriptive</p>
<p>5. To determine the influence of monitoring and evaluation on implementation of child protection programs, among child protection organizations in Kilifi County.</p>	<p>Monitoring and Evaluation</p>	<p>-Number of M&amp;E reports. -Transparency and accountability to the reports. -Provision of feedback</p>	<p>Ordinal scale</p>	<p>Descriptive</p>

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## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

Data was collected through the use of questionnaires of which the higher percentage were sent to the respondents by email and by use of the research assistants and later on was sorted, classified and filtered for analysis in chapter four. Data was analysed using SPSS and in some situations used manual analysis criterion. The data was then presented through frequency tables and narrative analysis. All measures were recorded on five point Likert scales anchored by 5= strongly agree, 4= Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree

Hypothesis was tested after each question as per the objective by the researcher using the simple Chi-Square test.

#### 4.2 Questionnaires return rate

The researcher administered all the 90 questionnaires to the respondents. According to Mugenda and Mugenda (1999) explanation that a response rate of 60% is fine and above 80% is excellent. Therefore, the research response rate was excellent.

**Table 4.1 Questionnaires return rate**

<b>Name of organization</b>	<b>Sample Size</b>	<b>Percentage</b>
CISP	6	100
AMREF	2	100
Plan International	8	100
World Vision	6	100
Sauti Ya Wanawake	10	100
GBV Online	6	100
DCS	2	100
Probation Department	12	100
Police Services	20	100
Sub County Education Offices	12	100
Pope Francis Rescue Centre	2	100
Furaha Phonix Home	4	100
<b>Total</b>	<b>N=90</b>	

### 4.3 Demographic Characteristics of the respondents

**Table 4.2: Socio-demographic characteristics of the respondents**

<b>Demography</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	37	41
	Female	53	59
	<b>Total</b>	<b>90</b>	<b>100</b>
Age Group	20 – 30	39	43
	31 – 40	28	31
	41 – 50	15	17
	51 and above	8	9
	<b>Total</b>	<b>90</b>	<b>100</b>
Level of Education	Primary	5	6
	Secondary	38	42
	Tertiary	47	52
	<b>Total</b>	<b>90</b>	<b>100</b>
Work Experience	Less than 1 year	32	36
	1 – 3 years	29	32
	4– 6 years	15	17
	7 – 9 years	11	12
	10 and above	3	3
	<b>Total</b>	<b>90</b>	<b>100</b>

This section explained the background information of the sampled population in terms of gender, qualification and work experience in child protection program implementation in Kilifi County. 41 % of the respondents were female while 59% were male. 43% of the respondents were within the age group of 20-30 years while 31% of the respondents were between the age group of 31-40 years. 17% of the respondents were between the age group of 41-50 years while only 9% of the respondents were beyond the age of 50 years.

In terms of academic qualifications 6% had primary level education which was the least in terms of level of qualification among the respondents. Majority of the respondents had at least

secondary level of education. This means the respondents had an understanding of the issues asked. With regard to work experience 36% of the respondents had no more than a years' experience in employment, while 32% had between 1 to 3 years of experience. 17% of respondents had between 4 to 6 years' experience while 12% had between 7 to 9 years' experience. Only 3% of the respondents had more than 10years of work experience.

#### **4.4 Financial Resources availability influence on implementation of child protection programs**

The first objective sought to determine the relationship between availability of financial resources and implementation of child protection programs. It was hypothesized that:

**H<sub>1</sub>:** There is significant relationship between financial resource availability and the success of child protection programs implementation in Kilifi County.

**H<sub>0</sub>:** There is no relationship between financial resource availability and the success of child protection programs implementation in Kilifi County.

**Table: 4.3: Chi-square test in the results of availability of financial resource availability and the success of child protection programs implementation**

O/N	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
1	12	19.5	-7.5	56.25	2.884615
2	10	20.5	-10.5	110.25	5.378049
3	5	5.5	-0.5	0.25	0.045455
4	34	24.5	9.5	90.25	3.683673
5	29	20	9	81	4.05
6	27	19.5	7.5	56.25	2.884615
7	31	20.5	10.5	110.25	5.378049
8	6	5.5	0.5	0.25	0.045455
9	15	24.5	-9.5	90.25	3.683673
10	11	20	-9	81	4.05
					<b>32.08358</b>

Degree of freedom 0.05

Level of significance is  $4 = 9.48$

Chi- square results = 32.08358

Since the calculated value of chi-square is 32.08358 is greater than the critical value from the table 9.48 we reject the null hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between financial resource availability and the success of child protection programs implementation.

**Table 4.4: Relationship between funding and implementation of child protection programs**

Variable	Description	Frequency	Percentage
Funding allocation of child protection programs is flexible and based on need	Strongly agree	12	13
	Agree	10	11
	Undecided	5	6
	Disagree	34	38
	Strongly Disagree	29	32
Funds for child protection programs are dispersed periodically	Strongly agree	27	30
	Agree	31	34
	Undecided	6	7
	Disagree	15	17
	Strongly Disagree	11	12
	Mean	18	20
	Median	13.5	15
	Mode		
	Standard deviation	11	12

Table 4.4; indicates that majority of the respondents disagree with the statement that funding allocation of child protection programs is flexible and based on need but at the same time majority strongly agree that funds for child protection programs are dispersed periodically.

#### **4.5 Human resources influence on implementation of child protection programs**

The second objective sought to determine how human resources influence implementation of child protection programs. It was hypothesized that:

H<sub>1</sub>: There is significant relationship between human resources and the success of child protection programs implementation in Kilifi County.

H<sub>0</sub>: There is no relationship between human resources and the success of child protection programs implementation in Kilifi County.

**Table: 4.5: Chi-square test in the results of relationship between human resources and the success of child protection programs implementation in Kilifi County.**

O/N	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
1	41	37.75	3.25	10.5625	0.279801325
2	26	29.25	-3.25	10.5625	0.361111111
3	9	6.5	2.5	6.25	0.961538462
4	11	12.5	-1.5	2.25	0.18
5	3	4	-1	1	0.25
6	37	19.5	17.5	306.25	15.70512821
7	29	20.5	8.5	72.25	3.524390244
8	7	5.5	1.5	2.25	0.409090909
9	14	24.5	-10.5	110.25	4.5
10	3	20	3	9	0.45
11	36	37.75	36	1296	34.33112583
12	33	29.25	33	1089	37.23076923
13	4	6.5	4	16	2.461538462
14	11	12.5	11	121	9.68
15	6	4	6	36	9
16	37	37.75	37	1369	36.26490066
17	29	29.25	29	841	28.75213675
18	6	6.5	6	36	5.538461538
19	14	12.5	14	196	15.68
20	4	4	4	16	4
					<b>209.5599927</b>

Degree of freedom 0.05

Level of significant  $\chi^2 = 21.026$

Chi- square results = 209.5599927

Since the calculated value of chi-square is 209.5599927 is greater than the critical value from the table 21.026 we reject the null hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between human resources and the success of child protection programs implementation

**Table 4.6: Relationship between Human resource and implementation of child protection program**

<b>Variable</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
Having staffs that are skilled and trained leads to success of child protection programs.	Strongly agree	41	46
	Agree	26	29
	Undecided	9	10
	Disagree	11	12
	Strongly Disagree	3	3
Well trained and motivated staff is key to ensuring project success	Strongly agree	37	41
	Agree	29	32
	Undecided	7	8
	Disagree	14	16
	Strongly Disagree	3	3
Communication process within the child protection programs are contributing to the process success	Strongly agree	36	40
	Agree	33	37
	Undecided	4	4
	Disagree	11	12
	Strongly Disagree	6	7
The administrative structure of the program has led to the success of the project	Strongly agree	37	41
	Agree	29	32
	Undecided	6	7
	Disagree	14	16
	Strongly Disagree	4	4
	Mean	18	
	Median	12.5	
	Mode	11	
	Standard deviation	13.7	

Table 4.6 indicates that majority of the respondents strongly agree with the statement that having staff who are skilled and trained leads to success of child protection programs as well as well trained and motivated staff is key to ensuring project success. Majority of the respondents also strongly agreed that communication process within the child protection programs contribute to the project success. 41% of the respondents strongly agreed that the administrative structure of the program has led to the success of the project.

#### **4.6 Inter- agency Partnerships influence on implementation of child protection programs**

The third objective was to determine how inter- agency partnerships influence implementation of child protection programs. It was hypothesized that:

**H<sub>1</sub>:** There is significant relationship between inter- agency partnerships and the level of success of child protection programs implementation in Kilifi County.

**H<sub>0</sub>:** There is no relationship between inter- agency partnerships and the level of success of child protection programs implementation in Kilifi County.



**Table 4.7: Relationship between inter-agency partnership and implementation of child protection program**

<b>Variable</b>	<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
This organization partners with other organizations at different levels in child protection projects	Strongly agree	34	38
	Agree	33	37
	Undecided	19	21
	Disagree	3	3
	Strongly Disagree	1	1
There is open communication between this organization and other child protection agencies/ organizations a	Strongly agree	54	60
	Agree	21	23
	Undecided	11	12
	Disagree	2	2
	Strongly Disagree	2	2
This organization has a clearly understood management information system of child protection programs	Strongly agree	44	49
	Agree	37	41
	Undecided	6	7
	Disagree	3	3
There are platforms where all child protection agencies and organizations get together to discuss issues and policies affecting child protection in the country	Strongly Disagree	0	0
	Strongly agree	20	22
	Agree	29	32
	Undecided	18	20
	Disagree	15	17
	Strongly Disagree	8	9

Table 4.7 shows that majority of the respondents strongly agree that this organization partners with other organizations at different levels in child protection projects. 60% of the respondents also strongly agreed that there is open communication between this organization and other child protection agencies/organizations. Majority of the respondents strongly agreed that this organization has a clearly understood management information system of child protection programs. Lastly, majority of the respondents agree that there are platforms where all child protection agencies and organizations get together to discuss issues and policies affecting child protection in the county.

**Table: 4.8: Chi-square test in the results of Relationship between inter-agency partnership and implementation of child protection program**

O/N	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
1	34	38	-4	16	0.421052632
2	33	30	3	9	0.3
3	19	13.5	5.5	30.25	2.240740741
4	3	5.75	-2.75	7.5625	1.315217391
5	1	2.75	-1.75	3.0625	1.113636364
6	54	38	16	256	6.736842105
7	21	30	-9	81	2.7
8	11	13.5	-2.5	6.25	0.462962963
9	2	5.75	-3.75	14.0625	2.445652174
10	2	2.75	2	4	1.454545455
11	44	38	44	1936	50.94736842
12	37	30	37	1369	45.63333333
13	6	13.5	6	36	2.666666667
14	3	5.75	3	9	1.565217391
15	0	2.75	0	0	0
16	20	38	20	400	10.52631579
17	29	30	29	841	28.03333333
18	18	13.5	18	324	24
19	15	5.75	15	225	39.13043478
20	8	2.75	8	64	23.27272727
21	36	38	36	1296	34.10526316
22	26	30	26	676	22.53333333
23	8	13.5	8	64	4.740740741
24	9	5.75	9	81	14.08695652
25	11	2.75	11	121	44
26	30	38	30	900	23.68421053
27	21	30	21	441	14.7
28	15	13.5	15	225	16.66666667
29	11	5.75	11	121	21.04347826
30	13	2.75	13	169	61.45454545
					<b>501.9812415</b>

Degree of freedom 0.05

Level of significant  $\chi^2 = 21.026$

Chi- square results = 501.9812415

Since the calculated value of chi-square is 501.9812415 is greater than the critical value from the table 21.026 we reject the null hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between inter-agency partnerships and the level of success of child protection programs implementation in Kilifi County.

#### **4.7 Top Management Support influence on implementation of child protection programs**

The fourth objective was to determine how top management influence implementation of child protection programs. It was hypothesized that:

H<sub>1</sub>: There is significant relationship between top management support and the success of Child Protection Programs implementation in Kilifi County.

H<sub>0</sub>: There is no significant relationship between top management support and the success of Child Protection Programs implementation in Kilifi County.

**Table 4.9: Relationship between Top management and implementation of child protection program**

Variable	Description	Frequency	Percentage
Top management regularly communicated and explained the organizational changes and implications linked with system implementation	Strongly agree	7	8
	Agree	14	16
	Undecided	8	9
	Disagree	35	39
	Strongly Disagree	26	29
Top management established appropriate structures and strategies that leads to organization achieving its objectives	Strongly agree	16	18
	Agree	17	19
	Undecided	14	16
	Disagree	24	27
Top management provided adequate resources to encourage a supportive stakeholder environment for successful project completion	Strongly Disagree	19	21
	Strongly agree	23	26
	Agree	23	26
	Undecided	8	9
Top management possesses relevant expertise and experience in project management	Disagree	19	21
	Strongly Disagree	17	19
	Strongly agree	46	51
	Agree	11	12
Top management used its power to determine the roles and responsibilities of project stakeholders	Undecided	13	14
	Disagree	4	4
	Strongly Disagree	16	18
	Strongly agree	53	59
Top management exercised its authority to develop better project management capabilities in the organization.	Agree	21	23
	Undecided	5	6
	Disagree	5	6
	Strongly Disagree	6	7
	Strongly agree	30	33
	Agree	21	23
	Undecided	15	17
	Disagree	11	12
	Strongly Disagree	13	14

Table 4.9 indicates that majority of the respondents disagree with the statement that top management regularly communicated and explained the organizational changes and implications linked with system implementation. A majority also disagree that top management established appropriate structures and strategies that leads to organization achieving its objectives.

Nevertheless, a majority of the respondents strongly agree that top management provided adequate resources to encourage a supportive stakeholder environment for successful project completion. Also, more than half of the respondents strongly agreed that top management possesses relevant expertise and experience in project management while 59% of the respondents strongly agreed that top management used its power to determine the roles and responsibilities of project stakeholders. A 33% majority strongly agreed that top management exercised its authority to develop better project management capabilities in the organization.

**Table: 4.10: Chi-square test in the results of relationship between top management support and implementation of child protection program**

O/N	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
1	7	29.166	-22.166	491.331556	16.8460384
2	14	17.833	-3.833	14.691889	0.823859642
3	8	10.5	-2.5	6.25	0.595238095
4	35	16.333	18.667	348.456889	21.33453064
5	26	16.166	9.834	96.707556	5.982157367
6	16	29.166	-13.166	173.343556	5.943343482
7	17	17.833	-0.833	0.693889	0.038910391
8	14	10.5	3.5	12.25	1.166666667
9	24	16.333	7.667	58.782889	3.599025837
10	19	16.166	19	361	22.33081777
11	23	29.166	23	529	18.13755743
12	23	17.833	23	529	29.66410587
13	8	10.5	8	64	6.095238095
14	19	16.333	19	361	22.10249189
15	17	16.166	17	289	17.87702586
16	46	29.166	46	2116	72.55022972
17	11	17.833	11	121	6.785173555
18	13	10.5	13	169	16.0952381
19	4	16.333	4	16	0.979611829
20	16	16.166	16	256	15.83570457
21	53	29.166	53	2809	96.31077282
22	21	17.833	21	441	24.7294342
23	5	10.5	5	25	2.380952381
24	5	16.333	5	25	1.530643483
25	6	16.166	6	36	2.226895954
26	30	29.166	30	900	30.85784818
27	21	17.833	21	441	24.7294342
28	15	10.5	15	225	21.42857143
29	11	16.333	11	121	7.408314455
30	13	16.166	13	169	10.45403934
					506.8398716

Degree of freedom 0.05

Level of significance is 20 = 31.410

Chi- square results = 506.8398716

Since the calculated value of chi-square is 506.8398716 is greater than the critical value from the table 31.410 we reject the null hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between top management support and the success of Child Protection Programs implementation in Kilifi County.

#### **4.8 Monitoring and Evaluation influence in implementation of child protection programs**

The last objective was to determine how monitoring and evaluation influence implementation of child protection programs. It was hypothesized that:

**H<sub>1</sub>:** There is significant relationship between monitoring and evaluation and the success of Child Protection Programs implementation in Kilifi County.

**H<sub>0</sub>:** There is no relationship between monitoring and evaluation and the success of Child Protection Programs implementation in Kilifi County.

**Table 4.11: Relationship between Monitoring and Evaluation and implementation of child protection program**

Variable	Description	Frequency	Percentage
The organization regularly conduct monitoring and evaluation of their child protection programs	Strongly agree	23	26
	Agree	21	23
	Undecided	13	14
	Disagree	23	26
	Strongly Disagree	10	11
Findings from monitoring and evaluations done are shared with all staff at this organization	Strongly agree	5	6
	Agree	9	10
	Undecided	13	14
	Disagree	29	32
The monitoring team is endowed with resources to carry out its mandate	Strongly Disagree	34	38
	Strongly agree	17	19
	Agree	16	18
	Undecided	27	30
Results of monitoring and evaluation of child protection programs have been used to improve the implementation of projects	Disagree	23	26
	Strongly Disagree	7	8
	Strongly agree	22	24
	Agree	28	31
The organization has a monitoring and evaluation system	Undecided	15	17
	Disagree	11	12
	Strongly Disagree	14	16
	Strongly agree	36	40
	Agree	26	29
	Undecided	8	9
	Disagree	9	10
	Strongly Disagree	11	12

Findings from Table 4.11 indicates that majority of the respondents disagree with the statement that the organization regularly conduct monitoring and evaluation of their child protection programs. Also 38% majority strongly disagree with the statement that findings from monitoring



and evaluations done are shared with all staff at this organization. Majority of the respondents were undecided with regards to the statement that monitoring team is endowed with resources to carry out its mandate. A 31% majority agree that the results of monitoring and evaluation of child protection programs have been used to improve the implementation of projects and a majority strongly agree that the organization has a monitoring and evaluation system.

**Table: 4.12: Chi-square test in the results of relationship between Monitoring and Evaluation and implementation of child protection program**

O/N	O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
1	23	25.75	-2.75	7.5625	0.29368932
2	21	25	-4	16	0.64
3	13	19	-6	36	1.894736842
4	23	23.75	-0.75	0.5625	0.023684211
5	10	19	-9	81	4.263157895
6	5	25.75	-20.75	430.5625	16.72087379
7	9	25	-16	256	10.24
8	13	19	-6	36	1.894736842
9	29	23.75	5.25	27.5625	1.160526316
10	34	19	34	1156	60.84210526
11	17	25.75	17	289	11.22330097
12	16	25	16	256	10.24
13	27	19	27	729	38.36842105
14	23	23.75	23	529	22.27368421
15	7	19	7	49	2.578947368
16	22	25.75	22	484	18.7961165
17	28	25	28	784	31.36
18	15	19	15	225	11.84210526
19	11	23.75	11	121	5.094736842
20	14	19	14	196	10.31578947
21	36	25.75	36	1296	50.33009709
22	26	25	26	676	27.04
23	8	19	8	64	3.368421053
24	9	23.75	9	81	3.410526316
25	11	19	11	121	6.368421053
26	30	25.75	30	900	34.95145631
27	21	25	21	441	17.64
28	15	19	15	225	11.84210526
29	11	23.75	11	121	5.094736842
30	13	19	13	169	8.894736842
					429.0071129

Degree of freedom 0.05

Level of significance is  $16 = 36.296$

Chi- square results = 429.0071129

Since the calculated value of chi-square is 506.8398716 is greater than the critical value from the table 36.296 we reject the null hypothesis and accept the alternative hypothesis and conclude that there is significant relationship between monitoring and evaluation and the success of Child Protection Programs implementation in Kilifi County.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This section presents the summary of the findings, discussions, conclusions and recommendation of the research. The section also contains suggestions of related studies that may be carried out in the future.

#### **5.2 Summary of Findings**

The purpose of this study was to establish the determinants of the implementation of child protection programs in Kilifi County, Kenya. The objectives of the study included: To examine the influence of financial resources availability on implementation of child protection programs, in Kilifi County. To determine the influence of human resource capacity on implementation of child protection programs, in Kilifi County. To establish the influence of inter-agency partnerships on implementation of child protection programs, in Kilifi County. To assess the influence of top management support on implementation of child protection programs, in Kilifi County. To determine the influence of monitoring and evaluation on implementation of child protection programs, in Kilifi County.

The first objective was to examine the influence of financial resources availability on implementation of child protection programs, in Kilifi County. The two indicators that guided this objective were: Funding allocation of child protection programs is flexible and based on need and, funds for child protection programs are dispersed periodically. The hypothesis was tested and chi-square results at 95% Level of significance demonstrate that there is a significant relationship between financial resource availability and the success of child protection programs implementation. The study indicates that majority of the respondents disagree with the statement that funding allocation of child protection programs is flexible and based on need but at the same time majority strongly agree that funds for child protection programs are dispersed periodically.

The second objective was to examine the influence of human resource capacity on implementation of child protection programs, in Kilifi County. The four indicators that guided this objective include: Having staff that are skilled and trained leads to success of child protection programs. Well trained and motivated staff is key to ensuring project success. Communication process within the child protection programs are contributing to the process success. The administrative structure of the program has led to the success of the project. The chi-square results at 95% level of significance demonstrate that there is a significant relationship between human resources and the success of child protection programs implementation.

The third objective was to assess the influence of inter-agency partnerships on implementation of child protection programs, in Kilifi County. The five indicators that guided this objective include: This organization partners with other organizations at different levels in child protection projects. There is open communication between this organization and other child protection agencies/ organizations. This organization has a clearly understood management information system of child protection programs. There are platforms where all child protection agencies and organizations get together to discuss issues and policies affecting child protection in the country. The program has conflict resolution mechanisms that help the program achieve its objectives. Chi-square results at 95% level of significance showed that there is a significant relationship between inter agency partnership.

The fourth objective was to determine the influence of top management support on implementation of child protection programs, in Kilifi County. The six indicators that guided this objective include: Top management regularly communicated and explained the organizational changes and implications linked with system implementation. Top management established appropriate structures and strategies that lead to organization achieving its objectives. Top management provided adequate resources to encourage a supportive stakeholder environment for successful project completion. Top management possesses relevant expertise and experience in project management. Top management used its power to determine the roles and responsibilities of project stakeholders. Top management exercised its authority to develop better project management capabilities in the organization. The chi-square results at 95% level of significance

demonstrate that there was a significant relationship between top management support and the success of Child Protection Programs implementation in Kilifi County.

The last objective was to determine the influence of monitoring and evaluation on implementation of child protection programs, in Kilifi County. The five indicators that guided this objective were: The organizations regularly conduct monitoring and evaluation of their child protection programs. Findings from monitoring and evaluations done are shared with all staff at this organization. The monitoring team is endowed with resources to carry out its mandate. Results of monitoring and evaluation of child protection programs have been used to improve the implementation of projects. The organization has a monitoring and evaluation system. Chi-square results at 95% Level of significance demonstrate that there is a significant relationship between monitoring and evaluation and the success of Child Protection Programs implementation in Kilifi County.

## **5.2 Discussions**

Based on the study objectives and data analysis, below is the review of the main research findings. The study has shown that there is a great relationship between financial resources availability and implementation of child protection programs, in Kilifi County. This study revealed that financial resource availability influence child protection program. This is consistent with findings by (Morara, 2008) who noted that some programs have had to be reduced, changed or closed because of a shift over donor funding mechanisms.

This study also revealed that human resource capacity has a significant influence on implementation of child protection programs. Findings indicates that majority of the respondents strongly agree with the statement that having staff who are skilled and trained leads to success of child protection programs as well as well trained and motivated staff is key to ensuring project success. Majority of the respondents also strongly agreed that communication process within the child protection programs contribute to the project success. 41% of the respondents strongly agreed that the administrative structure of the program has led to the success of the project. ANPPCAN (2014) concluded that there should be clearly defined structures and roles for all actors. Briar-Lawson et al., (1997), also noted that the utilization of qualified personnel, who

have been specifically trained in child welfare, is a prerequisite to better child welfare. This is in agreement with the findings of this study that human resource capacity influence implementation of child protection program.

This study assessed the influence of inter-agency partnerships on implementation of child protection programs, in Kilifi County. Majority of implementers affirmed that organization partners with other organizations at different levels in child protection projects and that there is open communication between this organization and other child protection agencies/ organizations. This agrees with studies by Ruch (2005) and NAPCWA (2003) noting that collaboration among partners leads to better individual outcomes. UNHCR in their Framework for the Child Protection (2012) argue that the aim of partnership is to work together to safeguard and promote the welfare of a child which is consistent with the findings of the study that this organization has a clearly understood management information system of child protection programs provides platforms where all child protection agencies and organizations get together to discuss issues and policies affecting child protection in the country. According to Walker (2004) it is very important to improve interagency collaboration in any program. Also Amiri and Tostensen (2011) suggest that each stakeholder in the child protection system is supposed to understand their role and the role of the other partners, and how they individually impact in the larger system. This study revealed that the program has conflict resolution mechanisms that help the program achieve its objectives.

This study determined the influence of top management support on implementation of child protection programs, in Kilifi County. Majority responded positively that top management regularly communicated and explained the organizational changes and implications linked with system implementation. Pfeffer (1998) argument that, organizations can reap a 40% gain by managing people in ways that build commitment, involvement, learning and organizational competence agrees with the finding of this study that top management established appropriate structures and strategies that leads to organization achieving its objectives. According to Slevin and Pinto (1987), Top management support is the willingness of top management to provide the necessary resources and authority/ power for project success. This study affirmed that top management provided adequate resources to encourage a supportive stakeholder environment for

successful project completion. Top management possesses relevant expertise and experience in project management. Top management used its power to determine the roles and responsibilities of project stakeholders. Top management exercised its authority to develop better project management capabilities in the organization.

Lastly, the study also determined the influence of monitoring and evaluation on implementation of child protection programs, in Kilifi County. Fluke and Wulczyn (2010) argues that, system dynamic, accuracy, validity and interpretation of M&E analysis is important for effective feedback. This is consistent with the findings of this study that results of monitoring and evaluation of child protection programs have been used to improve the implementation of projects. Monitoring and evaluation can thus be said to be an important tool especially information gathered from the process is used to improve on intervention, it also points out where the gaps in the process are and thus provides an opportunity to develop other ways that would take care of the gap. M&E also brings out issues of accountability and transparency, giving organization credibility according to Khatiala (2013).

### **5.3 Conclusion**

The conclusion of this study is guided by the objectives of the study. It is therefore evident from the alternative hypothesis that there is significant relationship between financial resources availability and the success of child protection programs implementation in Kilifi County. This means that availability of financial resources influences positively child protection programs implementation in Kilifi County. The study revealed that there is significant influence between human resources and the success of child protection programs implementation in Kilifi County. The alternative hypothesis was accepted.

The study concluded that there is significant relationship between inter- agency partnerships in the level of success of Child Protection Programs implementation in Kilifi County. However, more platforms where all child protection agencies and organizations get together to discuss issues and policies affecting child protection in the country need to be explored.



The study also revealed that there is significant relationship between top management support and the success of Child Protection Programs implementation in Kilifi County. However, adequate resources need to be provided to encourage a more supportive stakeholder environment for successful project completion.

Lastly, the alternative hypothesis that there is significant relationship between Monitoring and Evaluation and the success of Child Protection Programs implementation in Kilifi County was accepted. This means that monitoring and evaluation also brings out issues of accountability and transparency, giving organization credibility.

#### **5.4 Recommendations**

Based on the findings of the findings from the respondents in the field and the literature review, the researcher makes the following recommendations:

1. Financial resources should be made available so that they support the child protection programs.
2. Human resource capacity should be improved, relevant forces such as social work; psychological counselling should be made available in institutions of higher learning or child welfare providers.
3. Inter-agency partnership need to be enhanced as well as involve more stakeholders and partners if successes of the child protection programs are to be realized.
4. Child protection programs should get top management support to be implemented successfully. Regular monitoring and evaluation of projects needs to be done regularly ensure the effectiveness and efficiency in running child protection programs.

#### **5.4 Suggestions for Further Research**

The researcher suggests research to be done to find on confounding determinants that influence implementation of child protection programs such as abject poverty among the population in Kilifi County, retrogressive cultural practices and beliefs that influence child protection interventions negatively.

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## APPENDICES

### APPENDIX I: LETTER OF TRANSMITTAL

**Sammy Korir**

**P.O. Box 618**

**Malindi**

Dear respondents,

**Ref: Permission to collect academic research information**

I am a student at University of Nairobi undertaking Master's Degree in Project planning and Management. It is a requirement that a student writes a project report in the field of study. For that purpose, I request you to spare your time to fill this questionnaire that is intended to find out the **Determinants of the implementation of child protection programs in Kilifi County, Kenya**. Kindly spare some time to fill the attached questionnaire to enable me complete this study for which I was very grateful. This information was used purely for academic purposes and was treated in strict confidence. You need not include your name. Any additional information that you might feel is necessary for this study is welcome. Your participation in this study was valuable as it will contribute to the achievement of the study objectives. Please respond as honestly and truthfully as possible. Thanks for your support.

Regards.

Sammy Korir

L50/84185/2015

## APPENDIX II: QUESTIONNAIRE FOR THE ORGANIZATIONS

### Section A: General Information:

1: Name of Organization

2. Gender: Male  Female

3. Age Group: 20 – 30  31 – 40  41 – 50  51 +

4. What is your highest level of education? a. Primary  b. Secondary  c. Tertiary (Specify the Subject studied)

5. What Position do you hold in the organization?

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6. How long have you been in the organization a. Less than 1 year  b. 1 – 3 years  c. 4– 6 years  d. 7 – 9 years  e. 10+

7. The following determinants strongly influence implementation of child protection programs

		1	2	3	4	5
1	Funding					
2	Human Resource					
3	Partnership					
4	Monitoring and evaluation					
5	Top Management Support					

5 = strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly Disagree

### Section B: Funding of Programs

8. The following statement concern funding support to child protection. Kindly tick your level of agreement to the statement:

Statement	5	4	3	2	1
Funding allocation of child protection programs is flexible and based on need					
Funds for child protection programs are dispersed periodically					

### Section C: Human Resource Management

9. The following statement concern Human resource management in your organization. Kindly tick your level of agreement to the statement: 5= strongly agree, 4= Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree

Statement	5	4	3	2	1
Having staff who are skilled and trained leads to success of child protection programs.					
Well trained and motivated staff is key to ensuring project success					
Communication process within the child protection programs are contributing to the process success					
The administrative structure of the program has led to the success of the project					

### Section D: Partnership

10. The following statement concern Partnership in your organization. Kindly tick your level of agreement to the statement: 5= strongly agree, 4= Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree

Statement	5	4	3	2	1
This organization partners with other organizations at different levels in child protection projects					
There is open communication between this organization and other child protection agencies/ organizations a					
This organization has a clearly understood management information system of child protection programs					
There are platforms where all child protection agencies and organizations get together to					

discuss issues and policies affecting child protection in the country					
The program has conflict resolution mechanisms that help the program achieve its objectives					

**Section E: Top Management Support**

11. The following statement concern Top management support in your organization. Kindly tick your level of agreement to the statement: 5= strongly agree, 4= Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree

Statement	5	4	3	2	1
Top management regularly communicated and explained the organizational changes and implications linked with system implementation;					
Top management established appropriate structures and strategies that leads to organization achieving its objectives					
Top management provided adequate resources to encourage a supportive stakeholder environment for successful project completion					
Top management possesses relevant expertise and experience in project management					
Top management used its power to determine the roles and responsibilities of project stakeholders					
Top management exercised its authority to develop better project management capabilities in the organization.					

**Section F: Monitoring and Evaluation**

12. The following statement concern monitoring and evaluation in your organization. Kindly tick your level of agreement to the statement: 5= strongly agree, 4= Agree, 3=Undecided, 2= Disagree, 1= Strongly Disagree



Statement	5	4	3	2	1
The organization regularly conduct monitoring and evaluation of their child protection programs					
Findings from monitoring and evaluations done are shared with all staff at this organization					
The monitoring team is endowed with resources to carry out its mandate					
Results of monitoring and evaluation of child protection programs have been used to improve the implementation of projects					
The organization has a monitoring and evaluation system					

13. Please respond to each of the following statements about your project. Indicate the degree to which you agree or disagree with the statement by marking one response for each item.

Statement	5	4	3	2	1
The child programs are completed on time or earlier					
The project improved the livelihood of target communities					
Team members in child protection programs experience personal growth					
The project contributed to the organization direct performance					
The project outcome will contribute to future projects					