



DRIVERS OF PERFORMANCE OF ANTI-FEMALE GENITAL MUTILATION PROJECTS IN SOUTH WESTERN KENYA

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ABSTRACT

The purpose of the study was to establish the drivers of performance of anti-female genital mutilation projects in South Western Kenya. It was notable that there exists strong positive relationship between the independent variables and dependent variable. The data showed that the high R squared value of 0.640. It showed that the independent variables in the study were able to explain 64.00% variation in the performance of anti-FGM projects in the study area while the remaining 36.00% was explained by the variables or other aspects outside the model. This indicated that the set of independent variables were important factors that needed to be enhanced to boost performance of projects in the study area. The study recommended for the adequate funding to enhance performance of the anti-FGM projects. There is need for adequate financing mechanisms in the projects. There is need to have effective are the internal controls such as adequate record keeping on control of capital invested in the projects. The project personnel take care of the available financial resources in the projects and there were adequate financial plans to control project funds to enhance performance of the projects. The study recommended that FGM project permanence is about creating a more just and equitable community through encouraging social and cultural diversity. Any FGM project therefore, must give much consideration to socio-cultural aspects in any given project during pre and post-implementation. Performing project design utilizes essential aspects of cultural identity, can serve to synthesize the past with the present for the benefit of the future. The FGM projects at the grassroots has been due to the strategies integrated before the projects are completed, which include sensitivity to socio-cultural factors in the communities where the project are being implemented. The projects are respectful and considerate of the community's beliefs, norms, and religion. There is need to enhance proper communication during the implementation of the projects. The poor and distorted information slow down project implementation and lead to extra cost. There should be clear channels of communication to facilitate and eliminate the delays project implementation. The project team should have regular site meetings between the consultants and contractors, review and adjustment of communication reports. The information on work breakdown structure should be well understood to enhance the performance of these projects.

Key Words: Project Funding, Project Acceptability, Communication, Legal Framework

INTRODUCTION

Several international treaties and conventions identify FGM as a human rights violation, Among these are the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the African Charter on the Rights and Welfare of the Child, the African Charter on Human and People's Rights and the Additional Protocol on Women's Rights (Maputo protocol), and the European Convention on Human Rights (UNICEF, 2015). Governments then have a responsibility to respect and promote human rights and can be held accountable for failing to fulfill these obligations. This has led to the establishment of the anti-FGM projects worldwide (Seketian & Wafula, 2015).

In 2010, WHO together with seven other UN agencies and six professional organizations and others issued a global strategy to stop health-care providers from performing FGM. This was a response to a concern about the increasing rate at which FGM is becoming medicalized. An estimated 18% of all women who have undergone FGM have done so at the hands of health-care providers. There are large variations in this between countries, from less than 1% in several countries, to between 9% and 74% in six countries (WHO, 2010) FGM is undoubtedly a cultural issue that holds society together Anton (2015) in the work of Wright (2016) said that when criticizing the act of FGM you are affecting on peoples' sense of values, identity, wellbeing and their inner self's. When suggesting an eradication of FGM it practically means the eradication of their whole culture in those peoples' eyes (Kiarie & Wahlberg, 2007). The different forces who have been active in the activities aimed at persuading communities to abandon FGM by the establishment of anti-FGM projects have not taken

time to understand the tenets that undergird the practice; in response the study espouses Merton (2007) who discusses the latent and manifest functions of seemingly irrational ancestral practices. Latent functions are the unintended, unrecognized and subtle ramifications functions of a social phenomenon (FGM) in a social system which was not foreseen as part of the primary, intended manifest functions of FGM

It is estimated that between 100 and 140 million girls and women lives with the consequences of FGM. The causes of this practice vary in different countries, within families and communities, by a mix of cultural, religious and social factors (CRC, 2011). FGM and its variety of forms are practiced in Middle Eastern, Northern African and South of Saharan countries (WHO, 2011). Female genital mutilation (FGM) is an internationally recognized term for operations that involve cutting away part or all of the female genitalia (WHO, 2013) According to Shell-Duncan et al (2000), the term female genital mutilation (FGM) was adopted at the Third Conference of the Inter African Committee on Traditional Practices Affecting the Health of Women and Children in 2000 and is now used in the World Health Organization and other United Nations documents to emphasis the violation of human rights involved. At the community level, using the term mutilation can be viewed as being judgmental and condemnatory (Ostebo & Ostebo, 2014).

Incidences of FGM have been documented in some other countries, including India, Indonesia, Iraq, Israel, Malaysia, Thailand and the United Arab Emirates, but no national estimates have been made (WHO, 2008). In addition, the practice of FGM and its harmful consequences also concerns a growing number of women and girls in Europe, North America, Australia and New Zealand as a result of international migration. The exact number of women and girls living with FGM in Europe is unknown, but is estimated to be around 500 000,

and 180 000 girls are estimated to be at risk of being subjected to the practice.

Moranga and Mutsostso (2015) note efforts to abandon the practice in Africa can be traced back to the beginning of the twentieth century when missionaries and colonial authorities emphasized the alleged adverse health effects and framed the practice as “uncivilized, barbaric, and unacceptable in the eyes of Christianity. In response, FGM became an instrument of war to the ethnic independence movement among the Kikuyu reacting against what they perceived as cultural imperialistic attacks by Europeans. Other ethnic groups (Meru, Kisii, Kuria and Kalenjin among others) affected by the British prohibition of the procedure drummed help to strengthen Mau Mau movement against British colonial rule in the 1950s (FIDA Kenya, 2009).

In Kenya, the practice of female mutilation is considered dangerous and the country has imposed laws to prevent the practice from continuation. Evidence from the recently launched Kenya Demographic and Health Survey (KDHS) 2008-2009 indicates that the overall prevalence of FGM has been decreasing over the last decade (Antia & Stinson, 2009). In 2008/9, 27% of women had undergone FGM, a decline from 32% in 2003 and 38% in 2008. Older women are more likely to have undergone FGM than younger women, further indicating the prevalence is decreasing. However, the reverence has remained highest among the Somali (97 percentages), Kisii (96%), Kuria (96%) and the Maasai (93%), relatively low among the Kikuyu, Kamba and Turkana, and rarely practiced among the Luo and Luhya (less than 1%). The practice of FGM occurs mainly at the teenage and adolescent years; however it is also practiced at later ages. Kenya

Chatterjee (2014) wrote that research into the practice shows that FGM is practiced by different ethnic and religious groups within the country in different ways. FGM is far more prevalent among the Somali (98%), Kisii (96%), and Maasai (73%) communities. As a result, FGM is also geographically unevenly spread in Kenya and; it is more visible in rural areas than in urban areas. This study focuses on the South Western Kenya which had a population of 7,392,196 at the 2009 census within an area of 16,162 km², or 12,613 km² of land. The areas is made up of the following sub-counties; Borabu, Gucha, Homabay, Kisii, Kisumu East, Kisumu West, Kuria East, Kuria West, managa, Masaba, Migori, Nyamira, Nyando, Rachuonyo, Rarieda, Rongo, Siaya and Suba (Demographic and Health Survey, 2013). In many cultures, the transition to adulthood from childhood is marked by an initiation ceremony. For the South Western Kenya region, initiation rituals are performed on both boys and girls. The ceremonies take place annually around the completion of the harvest and can last from October to December. The girls' ceremonies are usually before the boys' and both culminate in circumcision. In the past, initiation rites for both sexes were performed in late adolescence as preparation for marriage or, in other words, to make the adolescent marriageable (Silberschmidt, 2014).

Statement of the Problem

Despite international and national efforts to eliminate the practice, female genital mutilation (FGM), also known as female genital cutting, is widely practiced throughout much of Africa mainly in relation to social, cultural and religious reasons (Jones & Anyanwu, 2014; WHO, 2015). It is an old-age practice believed to be existed in the central Africa, Egypt and the Middle East. Between 100 and 140 million girls and women worldwide are

estimated to have undergone the practice of FGM (WHO, 2015). According to the World Health Organization (WHO) estimates, more than three million girls mainly in Africa are estimated to be circumcised each year (2015). Estimated prevalence of FGM projects in 27 countries across Africa ranged from 98% in Somalia to less than 1% in Uganda (2014]. Similarly, The United Nations Population Fund (UNFPA) estimates that 120 to 140 million women have been subject to this harmful and dangerous practice, and 3 million girls continue to be at risk each year. This has led to establishment of the various anti-FGM projects in many countries.

The 2016 UNFPA from the Anti-FGM projects in South Western Kenya reports that the practice seemingly continues because it is sustained by social perceptions, the belief that a girl who does not undergo cutting will bring shame to the family leading to the family's exclusion from the community. Female Genital Mutilation is predominant in Kenya, with 38 percent of women aged 15-49 years reporting being circumcised (KDHS, 2015). The practice is found in more than a half of the counties in Kenya. There are differences among ethnic groups. FGM is nearly universal among the Kisii (97%), Maasai (89%). It is also of a wide extent amongst the Kalenjin (62%), Taita Taveta (59%) and Meru or Embu ethnic groups (54%) and to lesser extent among the Kikuyu (43%). 33% The Kamba ethnic group is recorded to be 33% and Mijikenda or Swahili (12%). Although the Kenyan Demographic and Health Survey do not include data from the North Eastern counties, it is believed that infibulation is nearly universal among the population (WHO, 2015). Evidence from the recently launched Kenya Demographic and Health Survey (KDHS) 2014-2015 indicates that the overall performance of FGM projects has been decreasing over the last decade. In 2014/15, 27% of women

had undergone FGM, a decline from 32% in 2012 and 38% in 2006.

The challenges facing performance of anti-FGM projects may be partly be addressed by lack of funding , lack of proper communication and project acceptability in the areas of implementation as it is suggested as some of the key drivers of performance and eradication of the FGM (Evelia, Abdi & Skew, 2008; Grassivaro, 2016; Mgbako, Saxena & Farjad, 2010; Mitike & Deressa, 2009). A study by Mitike and Deressa (2009) on prevalence and associated factors of FGM did not specifically focus on performance of Anti-FGM projects. Grassivora (2016) studied Anti-FGM projects in Kenya but did not specifically study performance of these projects. Mgbako, Saxena and Farjad (2010) studied eradication of FGM projects in Sierral Leone but used a small sample of and hence the results cannot be generalized. This shows that limited attention has been paid on the drivers- Anti-FGM performance model. This study sought to address these gaps by undertaking an empirical study on the drivers of performance of Anti-FGM projects in South Western Kenya.

Objectives of the Study

The purpose of the study was to establish the drivers of performance of anti-female genital mutilation projects in South Western Kenya. The specific objectives were:-

- Establish how project funding influence performance of anti-female genital mutilation projects in South Western Kenya
- Determine how project acceptability influence performance of anti-female genital mutilation projects in South Western Kenya
- Examine how project communication influence performance of anti-female genital mutilation projects in South Western Kenya

- Find out how legal framework influence performance of anti-female genital mutilation projects in South Western Kenya

LITERATURE REVIEW

Theoretical Framework

Social Exchange Theory

The exchange theory was developed and discussed by among others Blau (1960); Emerson (1962) and Homans (1961) through their view of society as composed of social activity based on social exchange (reciprocity) and integration in small groups. Blau (1977) social structure consisted of the networks of social relations that organize patterns of interaction across different social positions. Thus, the “parts” of social structure are classes of people like men and women, rich and poor. In Blau’s view, to speak of social structure is to speak of differentiation among people. By a socially relevant distinction, Blau means a social distinction along some distinguishable social characteristic (age, race, sex, religion, ethnicity, etc.) which comes to determine who interacts with whom; this is the macro perspective of the theory. For instance; if there are distinguishable differences between two communities then there is a less extent level of interaction between the two communities. There are also individual-level (Micro) attributes related to the theory which implies that people calculate the likely costs and benefits of any action before deciding what to do.

This theory focuses on the costs and benefits which people obtain in social interaction, including money, goods, and status. It is based on the principle that people always act to maximize benefit. However, to receive benefits, there must always be an exchange process with others (Marcus & Ducklin, 1998). The social exchange theory emphasizes the idea that, in relatively free societies, social action is the result of

personal choice between optimal benefits and costs. The theory is largely associated with the Rational Choice Theory largely applied to economics. This theory assumes that individuals will operate in a rational way and will seek to benefit themselves in the life choices they make (ibid).

Social Exchange theorists argue that that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. For example, when a person perceives the costs of a relationship as outweighing the perceived benefits, then the theory predicts that the person will choose to leave the relationship. The theory has roots in economics, psychology and sociology (Emerson, 1962) Relating the social exchange perspective to FGM can be observed when individuals opt to undergo the practice. This choice is influenced on the perceived benefits that the practice may have for the individual. According to MYWO (2009) some women opt to be cut despite their education. Some girls who come from communities which do not circumcise embrace the cut in order to avoid losing potential husbands from circumcising communities. For instance, although there is legislation against the practice of FGM, it has been critiqued as having no implication towards women willingly undergoing the practice. The social exchange theory promotes the idea that interaction through effective communication is guided by what each person stands to gain and lose from others. The practice of FGM of these women whom regard it as an important element of their being has a negative impact to efforts to eradicate the practice among the residents of the study area.

Public Participation Theory

Arnstein (1969) provides an overview of the different ways the public can be involved in decision making and the various levels of public participation. Further Arnstein defines public participation as a process in which people, and

especially stakeholders, influence resource allocation, policy and programme formulation and implementation. In this model people are expected to be responsible and should, therefore, be active participants in public service decision making which will therefore contribute to the success of the project. On the other hand, Brett(2003) notes that stakeholder participation has gained support in response to demands for greater individual and community control over the activities of agri business projects.

Consequently Brett points out that stakeholder participation and involvement in decision making can succeed for certain projects depending on the circumstances. This approach of public participation however, fails in situations where local conditions make collective action very difficult, or where it is manipulated by implementing authorities to justify their own actions or poor performance. In a review of literature (Muhangi, 2007), points out that the rationale for public participation may include; being a means of improving empowerment, as a way of responding to society needs, ownership of projects by the local people, and making projects cheaper by allowing mobilization of local resources. This theory therefore is believed to promote more equitable distribution of the benefits that accrue from development activities and in line with the above. (Brett, 2003) recommends that for a more people-driven development that emphasizes the need for institutional strengthening and building local capacity and accountability for sustainability of projects. Brett observes that stakeholder participation is marked first of all, by active participation in project affairs and decision making and that interest in project deliverables are the key signs of successful performance. Participatory theory was found to be relevant to this study because it supports and argues for institutional strengthening, stakeholder's perspectives, and

stakeholder accountability and facilitate participation as critical components of the project monitoring and evaluation process. The theory argues that project beneficiaries who participate in the programme activities are empowered to demand services, develop a sense of ownership of the programme and a sense of belonging to the projects. Participation theory therefore provides a good theoretical framework and foundation on which this study is based.

Behavioral Theory

The theory describes how leaders conduct themselves. Autocratic leaders make decisions without input from their subordinates, democratic leaders encourage subordinates to offer opinions and laissez-faire leaders allow subordinates to make their own decisions. Effective project managers use each of these leadership styles to ensure project performance. (Project management institute, 2008). Effective project managers use leadership theories to help them to choose the best approach for fostering team work and solving operational problems. Leadership attributes theories help project managers exhibit qualities such as empathy and assertiveness to enhance performance from their team members. Project managers use power and influence theories to exert their authority, coerce defiant subordinates and reward their team members by using for example bonuses to encourage performance. (Mind tools: Leadership styles) The contingency theory is a behavioral theory that says that there is no one who knows the best way to manage a company, to lead an organization or to make decisions. But the critical path analysis, the employees' suggestions programs, SMART analysis, analytical hierarchy process etc are decision making ways that have proven to work better than others in their categories. Project managers also use the theory of planned behavior to influence the team members'

attitude, norms, beliefs and strategies towards achieving high quality products thus enhancing project sustainability.

Theory of Development Communication

One of the biggest ways to motivate people and make them more confident of what can be achieved is through more effective communication. (Toney & Powers, 1997 and Larkin & Larkin, 1996). Development communication refers to the use of communication to facilitate social development (International Finance Corporation, 2007). Khatri (2009) explains that development communication is founded on an idea that put the modern media of social communication at the service of development. In perspective of Chandler and McEvoy (2010), development communication seeks to elicit a human, and ultimately a social response in the people whom it seeks to serve. Development communication is an educational process (Sena, 2012). According to Steele (2008), it aims at developing social consciousness, personal responsibility towards one's fellowmen, one's community and country. In other words, it is a social conscience hence sensitizing the conscience. Buchholz (2013) implies development communication as respect for the human person, respect for his intelligence and his right to self-determination. Development communication help organization to engage the community as a stakeholder in educative and awareness issues and this helps to establish conducive working environment for assessing risks and opportunities and promotes information exchanges to bring about positive social change via sustainable development (Clarkson, 2005).

Finlay (2006) point out that development communication technique such as information dissemination and education, behaviour change, social marketing, social mobilization, media advocacy, communication for social change and

community participation has helped many organizations with community based projects to succeed even in the phase of hostility if the techniques are well used. The theory of development communication is therefore important to this study as it demonstrates the extent to which project communication influences successful performance of projects.

Financial Distress Theory

The financial distress theory seeks to look at the different factors that lead to a decline in a firm's performance (Brigham & Ehrhardt, 2013). Beaver, Correia, & McNichols (2011), describe financial distress as the inability of an organization to pay its financial obligations as they mature. It is important to assess the probability of organizations financial distress because it would determine the payout distribution associated with an investment. An organizations investment decision and financing are separable and independent. However, not most organizations recognize this hence holding their balance sheets on debts and equity claims as one which then reduces their leverage on costs (Finnerty, 2013). The financial distress theory hence shows the relationship between an organizations financial cash flow and the ability to finance its investment opportunities or projects. Each organization aiming at undertaking a projects should ensure that its financial capability has been well planned for as well as project funding opportunities well planned, communicated and prepared for before making a decision on whether to carry out a project or not. Organizations should also consider the length of time required to release funds needed for a project or investment during the project preplanning stage before determining or agreeing on project start dates to ensure on time project funding release so as to prevent delays associated with late funds disbursements that may be influenced by several factors relating to the late

release of fund. Organizations with high cost projects are supposed to be able to be able to finance these projects and when this is not possible, then projects are delayed (Correia, & McNichols, 2011)..This theory is therefore important when addressing the financial factors influencing project delays. Project delivering organizations experience financial constraints either due to late funding, poor financial estimations and late release of project funds. This theory guides in the understanding of the project funding on the extent to which finances influence projects performance.

Conceptual Framework

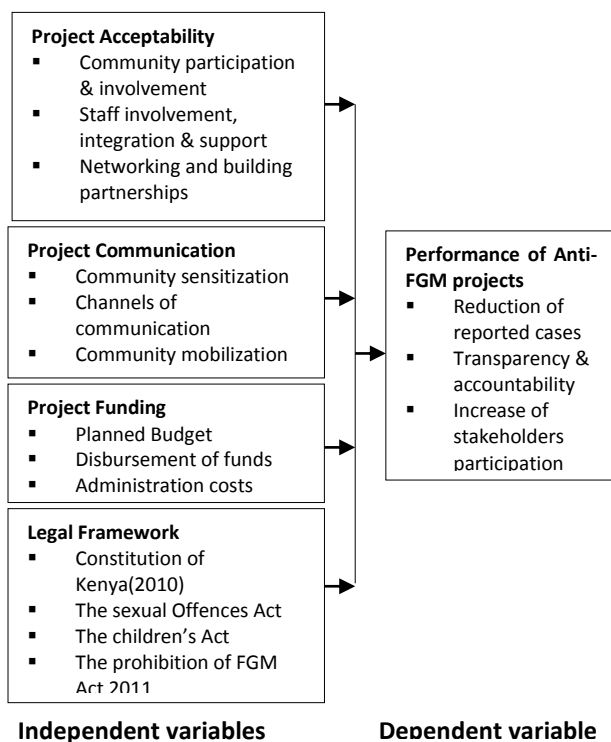


Figure 1: Conceptual Framework

Project Communication

Project communication and coordination is the foundation of the project success. The importance of communication and coordination in successful project management for complex projects requisite proper communication (Evelia & Askew, 2008).

According to Corsine-Karaguni (20054) communication in culture includes understanding a particular people’s beliefs, value orientations and value systems, which give meaning, logic, worth and significance to their existence and experience in relation to both the universe and other human beings. Culture determines both who you are and what you are, and critically is the determiner of gender roles and identity. Finke (2006) recognized that each culture has a distinctive moral code. FGM was traditionally associated with rites of passage ceremonies. Demographic and Health Despite the increased awareness of the dangers of FGM on the girl child, particularly on her educational development and empowerment, FGM has persisted in practice by both the elites and the less educated worldwide, especially in Africa. FGM is practiced because it is seen as a rite of passage from childhood to adulthood.

The cultural significance of the practice is seen to be the preservation of chastity and to ensure marriageability of the girl child. The roots of the practice run deep into the individual’s psychology, sense of loyalty to family and belief in a value system (WHO 2008). The above justifications are similar to what Gollaher (2000) writes about the reasons advanced for circumcision. These closely relate to perceived benefits circumcision comes with. Social pressures in communities where most women are circumcised provide an environment in which circumscion becomes a requirement for social acceptance hence the continuous practice (Centre for Reproductive Rights 2003). Muricho & Otieno(2017) summarizes the reasons as follows: beauty/cleanliness, male protection/approval, health, religion and morality.

Project Acceptability

Studies have shown that social and culturally approved community-based projects eventually become sustainable. FGM project permanence is about creating a more just and equitable community through encouraging social and cultural diversity (Roseland et al. 2005). Any FGM project therefore, must give much consideration to socio-cultural aspects in any given project during pre and post-implementation. Performing project design utilizes essential aspects of cultural identity, can serve to synthesize the past with the present for the benefit of the future (Matthews & Herbert, 2004). Participatory Learning and Action (PLA) approach should be employed during needs assessment to be able to accommodate the views of all community members in the project. According to Oino, Towett, Kirui and Luvega (2015) performance of community projects such as FGM projects at the grassroots has been due to the strategies integrated before the projects are completed, which include sensitivity to socio-cultural factors in the communities where the project are being implemented.

Further analysis indicates that the project should be respectful and considerate of the community's beliefs, norms, and religion. Any project activity that undermines a community's socio-cultural orientation will be met with a lot of resistance and the chance of its sustainability is quite small. For instance, the case of anti Female Genital Mutilation (FGM) projects in communities of Rift Valley province in Kenya is a living testimony (Oino, Towett, Kirui & Luvega, 2015). Thus, it is imperative to involve the community adequately before you begin a project that is likely to brush shoulders with a community's socio-cultural system. Performing projects will always become points of reference for other people or communities that need to undertake similar projects and thus become case studies for learning. Project acceptability is

important because it helps in proper utilization of the immense resources invested in the project. Thus continuity of the project long after external support has ceased, leads to economical use of resources and avoids misuse of the same.

Project Funding

Although project delivery process does not have a stage called funding, budgetary constraints affect each stage of the process (Rahaman, 2011). The Right of Way to a project is not identified by a project that only fulfils the environmental process, only for the policy makers to disagree with the chosen source of funding. Hussein. (2013) reviewed the correlation between cost overruns and project delays and realized that a good agreement exists between the two factors. Adequate and timely funding is essential for project success. Inadequate funding and untimely funding may interfere with implementation schedule of projects.

Legal Framework

In Kenya, there are various legal instruments that seek to eradicate the practice of FGM and promote the human rights of girls and women. These include the Children's Act (No. 8 of 2001), the Constitution of Kenya 2010, the Sexual Offences Act (No. 3 of 2006) and The Prohibition of FGM Act 2011. The constitution of Kenya 2010 has provisions outlawing the practice of FGM. Section 44 (1) states "Every person has the right to use the language and to participate in the cultural life, of the person's choice". It however does not give individuals the right to compel others to undergo these practices. Section 44 (3) "A person shall not compel another person to perform, observe or undergo any cultural practice or rite. Section 53 (1) states "that every child has a right to be protected from abuse, neglect, harmful cultural practices, all forms of violence, inhuman treatment and punishment, and

hazardous or exploitative labour.” The constitution identifies the right of individuals to practice cultural practices. Section 55, subsection (d) also seeks to engage in affirmative action to protect the youth from harmful cultural practices and exploitation such as FGM and early marriage.

The Sexual Offences Act 2006 is an Act of Parliament that makes provisions about sexual offences, their definition, prevention and the protection of all persons from harm from unlawful sexual acts, and for connected purposes. The Act domesticates the provisions of a number of conventions, including the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the United Nations Convention on the Rights of the Child (CRC). The Kenya Sexual Offences Act No. 3 of 2006 also outlaws the practice of FGM on women and girls as stated in Section 29 on cultural and religious sexual offences, states “any person who for cultural or religious reasons forces another person to engage in a sexual act or any act that amounts to an offence under this Act is guilty of an offence and is liable upon conviction to imprisonment for a term of not less than ten years.” The highlight of the Sexual Offences Act (No. 3 of 2006) is it does not leave it to the discretion of the Magistrates, in which it provides for minimum sentences for persons who are found to commit cultural and religious sexual offences.

Empirical Review

Seketian and Wafula (2015) investigated the factors influencing the practice of female genital mutilation among women: a case of Kajiado West constituency, Kajiado County. The study was guided by the following research objectives: to establish the influence of traditional beliefs on the practices of Female Genital Mutilation (FGM); to assess the influence of illiteracy level on the practices of FGM;

to establish the influence of sensitization on the practice of FGM; and to determine the influence of religion on the practice of FGM in Kajiado West Constituency. The research design was a descriptive survey method. The target population of this study consisted of the 30,500 residents from 2650 households in Kajiado West Sub County. A sample of 335 respondents was picked using simple stratified random sampling techniques from 2650 households in Kajiado West Sub County. In executing this study, both qualitative and quantitative methods were used. Qualitative methods were used included individual interviews and questionnaires. Data was then analysed using SPSS such as descriptive statistics mean scores and standard deviations frequencies distributions and percentages. The study found out that, Women are given the respect they deserve after undergoing FGM. Also a woman is considered mature, obedient and aware of her role in the family and society if they undergo that practice. It is recommended that the local leaders together with other stakeholders should enforce women and girls’ rights through participatory/advocacy for education-in-culture and culture-in-education. The study concludes that the practice of FGM is a social consequence that is affecting a number of women and young girls socially, psychological and physically. The campaigns needed to include topics on human rights violations and the harmful effects caused by FGM. Issues dealing with culture are so sensitive and therefore those planning to tackle the issue of female genital mutilation that is deeply rooted in culture and traditional beliefs, should have enough knowledge on other people’s culture and should not generalize culture. The study recommends that the local leaders together with other stakeholders should enforce women and girls’ rights through participatory/advocacy for education-in-culture and culture-in-education.

Oino, Towett, Kirui and Luvega (2015) did a study on the dilemma in sustainability of community-based projects in Kenya. Apparently, it is sustainability that makes the difference between success and failure of community-based projects. In the study, they provided a conceptual explanation of factors that influence sustainability of projects in Kenya, especially in the very needy communities. The main argument is that a lot of money is being spent in community-based projects yet majority of such projects have generally failed to bring sustainable benefits to the target groups. The study particularly observes that although many projects highlight elements of performance in their proposal stage, the actual implementation seems to lack emphasis on acceptability. The study concluded that that lack of project acceptability in terms of stakeholder ownership and commitment leads to project failure. Additionally, aid support from development agencies often do not fully understand and consider socio-economic, cultural, and political factors influencing the project design, planning and implementation. As well, very limited follow-up support during implementation is tendered by these development agencies. Therefore, there is need for inclusive and viable community driven approaches to project sustainability which can be achieved through project acceptability which require participation and involvement of all stakeholders.

Moranga and Mutsostso (2014) sought to examine the persistence of FGM among the Kisii. The study was guided by four specific objectives: To find out the justification for the persistence of FGM among the Kisii community; to establish the efforts towards eliminating the practice of FGM among the Kisii; to investigate the issues and challenges facing the practice of FGM among the Kisii and To find out peoples knowledge of the law concerning FGM. The study was also premised on the social exchange theory, structural-functionalist approach and the

feminist theory. The study adopted the descriptive research design. The study adopted the cluster and purposive sampling techniques to identify the respondents for the study. The researcher adopted both qualitative and quantitative approaches to data collection which included questionnaires, key informant interviews and the focus Group Discussions. The study recommends for emphasis on awareness on the dangers associated with FGM which should be integrated into the education of the girl child; a multi-sectoral approach to eradication of FGM through coordinated efforts from the government agencies, non-governmental organizations, community based organizations on the fight against FGM; empowerment of community groups in the fight against FGM and emphasis on sensitization among medical practitioners who are involved in FGM practice.

In the 2008/2009 Kenya Demographic and Health Survey, 24% of women who were circumcised cited 'social acceptance' as the most important reason for circumcision; other reasons cited include 'to preserve virginity until marriage' (16%); and 'to have better marriage prospects' (9%). FGM is a ritual that brings about cultural identity and its (FGM) function is to define a group (ethnicity). Therefore, it is believed that removal of such practice eventually would demise the associated culture (Banks et al., 2006). However where a girl accepts to undergo the practice it is less likely to be from her informed consent rather it is strongly subject to tradition and culture. Njue and Askew (2004) among the Kisii in Nyanza Province found that FGM is considered an important rite of passage from girl to a respected woman; a circumcised woman is considered mature, obedient and aware of her role in the family and in the society, characteristics that are highly valued in the community.

This study was conducted to determine the effectiveness of project capacity building

interventions in enhancing the ability of implementing partner offices in terms of planning, implementing and monitoring of project activities in SEEPG project intervention areas. The purpose of the study was to elicit baseline information on what organizational potentials and challenges are being happened by partner sector offices, what human and technical capacity gaps they have in implementation of the project. A survey methodology was employed in to a sample of thirty six partners office staffs and six non- partner sector office staffs chosen purposively from the study areas. Secondary data was collected from sources of reports and documents. This study has highlighted the existing capacities and main capacity gaps of the partner offices to design, plan, implement, and monitor the Social and Economic Empowerment of Pastoralist Girls Project. The major area of gaps which include low availability of human resource in terms of qualification and low experience, low managerial or organizational and technical capacity in order to accomplish assigned responsibilities and duties efficiently and effectively. In addition to this, there are low transport facilities (low availability of vehicles, motors, inadequate budget to to fulfil them); and inadequate equipment, materials and infrastructure including shortage of computers and associated IT.

METHODOLOGY

This study used descriptive research design. This design refers to a set of methods and procedures that describe variables. The target population was 110 Anti-FGM projects in South Western Kenya sub-counties that were registered and licensed by government of Kenya (2017). The Performance of Anti-FGM projects was regressed against four independent variables. The equation was expressed as follows:

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

Y= Performance of anti-FGM projects ,

β_0 = constant (coefficient of intercept),

X_1 = Project Communication;

X_2 = Project Acceptability;

X_3 = Project Funding;

X_4 = Legal Framework;

ϵ = Error term;

$\beta_1 \dots \beta_4$ = regression coefficient of four variables.

FINDINGS AND DISCUSSIONS

Performance of Anti-FGM Projects

The study sought to examine the drivers of performance of Anti-FGM projects in the study area attributed to the influence of project funding, project acceptability, project communication and legal framework. The study was particularly interested in three key indicators, namely reported cases, transparency and accountability and stakeholder participation, with all the three studied over a 5 year period, running from 2013 to 2017. Table 1 below presented the findings.

Findings in Table 1 revealed improved performance of anti-FGM projects across the 5 year period running from the year 2013 to 2017. Reported cases recorded positive growth with a majority affirming to reduced than 0-20% in 2013 (42.3%) and 2014 (37.7%), to 10% in 2015 (36.1%) then 21%-40% in 2016 (41.1%) and 2017 (37.5%). A similar trend was recorded in transparency and accountability growing from 0-20% (44.1%) in 2013, to 21%-40% in 2014 (36.4%), 2015 (40.4%) and 2016 (37.3%). Stakeholder participation further recorded positive growth with a majority affirming to improved 0%-20% in 2013 (37.9%) and 2014 (35.9%), to 10% in 2015 (35.9%) and 2016 (35.3%) then improved 21%-40% in 2017 (36.2%). It can be deduced from the findings that key performance of projects indicators have considerably improved as influenced by among other drivers, the influence of influence of project funding, project acceptability, project communication and legal framework.

Table 1: Performance of Anti-FGM Projects

Reported Cases	2013	2014	2015	2016	2017
Reduced by 0%-20%	42.3	37.7	31.6	30.7	29.5
Reduced by 21%-40%	31.8	32.9	36.1	28.2	33
Reduced by over 40%	25.9	29.4	32.3	41.1	37.5
Transparency & Accountability	2013	2014	2015	2016	2017
Improved by 0%-20%	44.1	35.2	33.4	25.7	27.1
Improved by 21%-40%	31.7	32.6	30.2	33.9	35.6
Improved by over 40%	23.5	32.2	36.4	40.4	37.3
Stakeholder Participation	2013	2014	2015	2016	2017
Improved by 0%-20%	37.9	35.9	31.2	25.7	33.1
Improved by 21%-40%	36.2	31.3	35.9	35.3	30.7
Improved by over 40%	25.9	32.8	32.9	39	36.2

Project Funding

The first objective of the study was to establish the influence of project funding on performance of Anti-female genital Mutilation projects in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to project funding and its influence on performance of Anti-FGM projects in Kenya. Responses were given on a five-point scale where: 1= Very small extent; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' have been taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

Table 2: Project Funding

Statement	Mean	Std
Are there adequate financing mechanisms in your project?	3.400	.213
How do the project financing mechanisms reduce cost overruns in the projects?	3.554	.226
How effective are the internal controls on the cost overruns in the projects?	3.221	.563
Do you have adequate record keeping on control of capital to run projects	3.506	.673

The study findings in Table 2 the respondents indicated to a great extent that there are adequate financing mechanisms in the projects (3.400); the project financing mechanisms reduce cost overruns in the projects (3.554); there is effective are the internal controls on the cost overruns in the projects (3.221); there is adequate record keeping on control of capital to run projects (3.506); there is record keeping control capital invested in the projects (3.553); the record keeping control capital invested in the projects (3.609); the project personnel take care of the available financial resources in the projects (3.656); there is adequate financial plans to control project funds for the project (3.332). The study findings are in agreement with literature review by Rendieve (2012) who established that financial management of projects can determine the sustainability of the projects. The financial records and financial accounts to less educated members are necessary to avoid mistrust and conflicts and misunderstanding among the group members thus sustainability of the projects.

How does record keeping control capital invested in the projects?	3.553	.789
Do the project personnel take care of the available financial resources in the projects?	3.656	.215
Do you adequate financial plans to control project funds for the project?	3.332	.542

Project Communication

The first objective of the study was to establish the influence of project communication on performance of Anti-female genital Mutilation projects in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 3 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a statement highly agreed upon equivalent to a mean score of 1.0 to 2.5

The study findings in Table 3 the respondents indicated to a great extent that the project team has experience in interpretation of working drawings (3.123); The poor and distorted information slow down project implementation and lead to extra cost (3.742); The unclear channels of communication has slowed and culminated delay in

project implementation (3.832); they do regular site meetings between the consultants and contractors (3.521); There is regular review and adjustment of communication report (3.810); there were regular annual reports (3.729); There is information on work breakdown structure necessary for division of labour (3.086). The study findings corroborate with literature review by Heldga (2008) confirmed that project communication is very important for the successful implementation of projects. During programme design and implementation, emphasis is placed on project communication so that the services provided can continue throughout the project. Abdulziz et al.,(2016) indicated that project communication and coordination in project success. In this context, a two-stage case study of construction phase delay control for project is presented. Communication is a key issue for successful project implementation and management. It is specifically a challenging task for projects where a number of interdependent role players are needed to achieve the desired project outcomes (Abdulaziz *et al.*, 2015). Communication is very essential in project execution. It plays a vital role in all stages of construction such as design production, organization and management (Mehra, 2009).

Table 3: Project Communication

Statement	N	Mean	Std
The project team has experience in interpretation of working drawings	25	3.123	.231
The poor and distorted information slow down project implementation and lead to extra cost	33	3.742	.459
The unclear channels of communication has slowed and culminated delay in project implementation	44	3.832	.421
We do regular site meetings between the consultants and contractors	32	3.521	.569
There is regular review and adjustment of communication report	29	3.810	.274
There are regular annual reports	30	3.729	.052
There is information on work breakdown structure necessary for division of labour	27	3.086	.091

Legal Framework

The fourth objective of the study was to establish the influence of legal framework on performance of Anti-female genital Mutilation projects in Kenya. Respondents were thus asked to indicate the extent to which they agreed with various statements relating to legal framework and its influence on performance of anti-FGM projects in Kenya. Responses were given on a five-point scale where: 1= Very small extent; 2= Small extent 3= Moderate extent; 4 = Great extent; 5= Very great extent. The scores of 'Very small extent' and 'Small extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Moderate extent' has been taken to represent a statement agreed upon moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Great extent' and 'Very great extent' have been

taken to represent a statement great extent upon equivalent to a mean score of 3.5 to 5.0.

The study findings in Table 4 the respondents indicated to a great extent that the legislation offers protection of the anti-FGM projects to enhance reduction of the cases in the project area of operation (3.400); The law enforcement has changed beliefs and behaviour thus reduced cases in the project area of operation (3.554); The anti-FGM laws are introduced after getting society support to reduce the reported cases (3.221); The human rights approach has encouraged formation of anti-FGM groups to enhance transparency and accountability of the projects (3.506); There is community awareness to support change and enabling environment including community participation of the government to increase stakeholder participation (3.553);

Table 4: Legal Framework

Statement	Mean	Std
The legislation offers protection of the anti-FGM projects to enhance reduction of the cases in the project area of operation	3.400	.213
The law enforcement has changed beliefs and behaviour thus reduced cases in the project area of operation	3.554	.226
The anti-FGM laws are introduced after getting society support to reduce the reported cases	3.221	.563
The human rights approach has encouraged formation of anti-FGM groups to enhance transparency and accountability of the projects	3.506	.673
There is community awareness to support change and enabling environment including community participation of the government to increase stakeholder participation	3.553	.789

Multiple Regression Analysis Model

Table 5: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.800	.640	.639	.008

ANOVA

Model	Sum of Squares	D.f	Mean Square	F	Sig.
Regression	12.632	4	3.158	18.708	.000
Residual	10.972	65	.1688		
Total	23.604	69			

Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
1 (Constant)	23.908	4.870		4.909	.000
X ₁ -PF	.788	.164	.585	4.780	.001
X ₂ -PA	.723	.188	.655	3.832	.002
X ₃ -PC	.658	.204	.485	3.220	.003
X ₄ -LF	.599	.270	.609	2.123	.005

a. Dependent Variable: Performance

CONCLUSION AND RECOMMENDATIONS

The study established that project funding affect performance of anti-Female genital mutilation projects in Kenya. The study findings indicated to a small extent that there are adequate financing mechanisms in the projects. The project financing mechanisms reduce cost overruns in the projects. There is no effective are the internal controls on the cost overruns in the projects. There is adequate record keeping on control of capital to run projects. There is no record keeping control capital invested in the projects. The record keeping control capital invested in the projects. The project personnel take care of the available financial resources in the projects and there were adequate financial plans to control project funds to enhance performance of anti-Female genital mutilation projects in Kenya.

The study established that FGM project permanence is about creating a more just and

equitable community through encouraging social and cultural diversity. Any FGM project therefore, must give much consideration to socio-cultural aspects in any given project during pre and post-implementation. Performing project design utilizes essential aspects of cultural identity, can serve to synthesize the past with the present for the benefit of the future. The FGM projects at the grassroots has been due to the strategies integrated before the projects are completed, which include sensitivity to socio-cultural factors in the communities where the project are being implemented. The projects are respectful and considerate of the community's beliefs, norms, and religion.

The study findings indicated to a great extent that the project team has experience in interpretation of work designs. The poor and distorted information slow down project implementation and lead to extra cost. The unclear channels of communication has slowed and culminated delay in project implementation. They do regular site meetings

between the consultants and contractors. There is regular review and adjustment of communication report. There were regular annual reports. There is information on work breakdown structure necessary for division of labour. This indicates that project communication is important factor on the performance of anti-female projects.

The study findings indicated to a great extent that the legislation offers protection of the anti-FGM projects to enhance reduction of the cases in the project area of operation. The law enforcement has changed beliefs and behaviour thus reduced cases in the project area of operation. The anti-FGM laws are introduced after getting society support to reduce the reported cases. The human rights approach has encouraged formation of anti-FGM groups to enhance transparency and accountability of the projects. There is community awareness to support change and enabling environment including community participation of the government to increase stakeholder participation.

Conclusions of the Study

The study concluded that project funding is the first important factor that affects performance of anti-FGM projects. The regression coefficients of the study show that project funding has a significant influence on performance of anti-FGM projects. This shows that project funding has a positive influence on performance of anti-FGM projects in the study area.

Further, the study concluded that project acceptability is the second important factor that affects performance of anti-FGM projects. The regression coefficients of the study show that project acceptability has a significant influence on performance of anti-FGM projects. This shows that project acceptability has a positive influence on performance of anti-FGM projects in the study area.

The study concluded that project communication is the third important factor that affects performance of anti-FGM projects. The regression coefficients of the study show that project communication has a significant influence on performance of anti-FGM projects. This shows that project communication has a positive influence on performance of anti-FGM projects in the study area.

Finally, the study concluded that legal framework is the fourth important factor that affects performance of anti-FGM projects. The regression coefficients of the study show legal framework have a significant influence on performance of anti-FGM projects. This shows that legal framework has a positive influence on performance of anti-FGM projects in the study area.

Recommendations of the Study

The study recommended for the adequate funding to enhance performance of the anti-FGM projects. There is need for adequate financing mechanisms in the projects. There is need to have effective internal controls such as adequate record keeping on control of capital invested in the projects. The project personnel take care of the available financial resources in the projects and there were adequate financial plans to control project funds to enhance performance of the projects.

The study recommended that FGM project permanence is about creating a more just and equitable community through encouraging social and cultural diversity. Any FGM project therefore, must give much consideration to socio-cultural aspects in any given project during pre and post-implementation. Performing project design utilizes essential aspects of cultural identity, can serve to synthesize the past with the present for the benefit of the future. The FGM projects at the grassroots has been due to the strategies integrated before

the projects are completed, which include sensitivity to socio-cultural factors in the communities where the project are being implemented. The projects are respectful and considerate of the community's beliefs, norms, and religion.

There is need to enhance proper communication during the implementation of the projects. The poor and distorted information slow down project implementation and lead to extra cost. There should be clear channels of communication to facilitate and eliminate the delays project implementation. The project team should have regular site meetings between the consultants and contractors, review and adjustment of communication reports. The information on work breakdown structure should be well understood to enhance the implementation of these projects.

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Areas for Further Research

The study contributed the body of knowledge by examining the drivers of performance of anti-Female mutilation projects. The performance of anti-Female mutilation projects in Kenya is greatly affected by project funding, project acceptability, project communication and legal framework. The study contributed to the existing literature in the field of project management by elaborating exiting theories, models and empirical studies on factors affecting performance of anti-Female mutilation projects. The current study should therefore be expanded further in future in order to determine the other drivers of performance of anti-Female mutilation projects Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other parts of the country in order to establish whether the explored factors can be generalized.

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