GOVERNMENT AND PROGRAM IMPLEMENTATION BODIES POLICIES ON
PERFORMANCE OF WOMEN EMPOWERMENT PROJECTS IN DAGORETTI
AREA, NAIROBI COUNTY, KENYA

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D53/CTY/PT/29174/2014

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (PROJECT
MANAGEMENT) OF KENYATTA UNIVERSITY

NOVEMBER, 2017
DECLARATION

I declare that this is my original work and has not been presented for a degree in any other university.

Signature…………………………Date…………………………………………………

NJOKI KIBE
D53/CTY/PT/29174/2014

The research project has been submitted for examination with my approval as the appointed University Supervisor.

Signature……………………………………Date………………………………………

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DEDICATION

To my children Major and Wairimu for their love and endless support and to all the women striving to better themselves and their communities.
ACKNOWLEDGEMENT

I acknowledge Dr. Caleb Kirui for his guidance and critical supervision, without which this project could not have resulted. I wish also to thank the women groups in Dagoretti for their willingness to participate in the study and without their cooperation this work could not have been completed.
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# Abbreviations and Acronyms

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination against Women</td>
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<td>COK</td>
<td>Constitution of Kenya</td>
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<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>SME</td>
<td>Small and Micro Enterprises</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<td>UNAIDS</td>
<td>United Nations Programme on HIV and AIDS</td>
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<td>UNDESA</td>
<td>United Nations Department of Economics and Social Affairs</td>
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<td>WID</td>
<td>Women in Development</td>
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### OPERATIONAL DEFINITION OF TERMS

<table>
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<tr>
<th>Term</th>
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<tr>
<td><strong>Program</strong></td>
<td>Non-Governmental bodies in community</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>The performance of the women groups against prescribed standards such as economic dependence, increased household productivity, political autonomy</td>
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<tr>
<td><strong>Bodies</strong></td>
<td>The power or authority to do something</td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td>The execution of the aid control that includes imparting recommendation, developing resource necessities, identifying resources of funding, obtaining finances, distributing and controlling finances, tracking charges and obligations</td>
</tr>
<tr>
<td><strong>Empowerment</strong></td>
<td>Manner of selecting from alternative courses of action, based upon actual and value premises with the intention of moving toward a favored situation</td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td>To review on a continuous foundation the level to which the logistics action is finished and if objectives are being met. This allows corrective actions to be taken.</td>
</tr>
<tr>
<td><strong>Decision Making</strong></td>
<td>To research progress toward meeting laid down targets and desires. It’s far carried out on an ad hoc, monthly, quarterly or every year basis to provide comments on whether plans have been met and the motives for success or failure.</td>
</tr>
<tr>
<td><strong>Monitoring</strong></td>
<td>Unification, integration, synchronization of the efforts of organization members as a way to provide solidarity of movement inside the pursuit of commonplace desires.</td>
</tr>
<tr>
<td><strong>Leadership and</strong></td>
<td></td>
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<tr>
<td><strong>Coordination</strong></td>
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ABSTRACT

Women’s social, political and economic empowerment is a prerequisite for sustainable improvement and seasoned terrible growth. Accomplishing women’s economic empowerment calls for sound public regulations, a holistic method and lengthy-time period dedication and gender-specific views have to be incorporated on the layout level of policy and programming. Accordingly, this study was designed to investigate the influence of government and program implementation bodies’ policies on the performance of women’s empowerment projects in Dagoretti area, Nairobi County, Kenya. To achieve this, the following specific objectives were utilized; to examine distribution of resources policies, decision making policies, monitoring and evaluation policies and leadership and coordination policies on the performance of women empowerment projects in Dagoretti area. The research design was descriptive research design. The study involved interviewing of key actors involved in women’s empowerment programs (particularly in the community based organizations (CBOS). The target population comprised of 33 women groups in Dagoretti Area, 20 Chair persons of Program Implementing Bodies and 4 county officials dealing with Youth and Women affairs. Simple random sampling was used to select 10 women groups, 4 county officials. Purposive sampling was used to select 7 officials from Program Implementing Bodies. Data was collected through a semi-structured questionnaire which was administered to the county official. Focus group discussion guides were carried out on women who were selected randomly during their meetings. Data collected was analyzed qualitatively and quantitatively through the help of SPSS computer software and presented through themes percentages, frequencies, tables and bar graphs. Findings indicated that resources were distributed fairly as shown by majority of the respondents however a few resources such as economic resources were poorly distributed. Majority of the respondents indicated that decision making has done very little to empower women due to noninvolvement of women at the local, county or national level. Majority of the women groups did their own monitoring and evaluation. The findings further indicated that there were few offices for leadership and coordination 35.5 % therefore coordinating activities related to women groups was a challenge. Based on the findings of the study the study concludes that; resources were distributed within Dagoretti though they did not commensurate to what other women groups nationally were getting therefore raising issues of inequitable access to resources. Women participation in decision making regarding their projects was weak. Many projects were neither monitored nor evaluated thus low productivity. The study recommends that feasibility studies and needs assessment to be done before disbursing resources. Decision making committees to be established at ward/estate/village level and to have women representatives. Women to be sensitized on M&E through Seminars and workshops. Satellite offices should be established to ease coordination.
CHAPTER ONE: INTRODUCTION

1.1 Background to the study

1.1.1 Project Performance

Long et al (2014) stated that a project performance dimension is related to many indicators consisting of time, budget, value, specifications and stakeholders’ satisfaction. The author further asserts that project scheduling, project specific targets are first defined; thereafter the strategies to acquire them are formulated and offered as project plans and these are used in comparing the fulfillment of the targets. Project scheduling can consequently be regarded because the process of defining project objectives, determining the framework, strategies, techniques, strategies, targets and closing dates to attain the objectives and the strategies of communicating them to assignment stakeholders. These plans display project goals and the strategies for attaining them, and they are the premise for determining the achievement of project objectives that otherwise confer with the success and excessive overall performance of a project (Marjolein et al., 2012).

There is an increasing global acknowledgement of the importance of the role of women group projects in economic expansion. Because of this, governments and researchers have introduced activities promoting women enterprises because they view it as the reason for the attainment of monetary and socio-economic objectives such as poverty alleviation (Cook & Nixson, 2010). A research by Fielden and Dave (2010) suggested that lack of management skills and social barriers are responsible for affecting progression of women group projects. In addition, a study conducted by Chay (2013) further showed that social sustenance reduces the consequences of stress caused by work.
Apart from social sustenance, strong ties in the business help women become successful in their businesses.

1.1.2 Government and Program Implementation Bodies Policies

Globally, governments, NGOs and development companies are involved with women empowerment, and unique strategies together with gender mainstreaming in development tasks to enable women to assume their subordinate function and oppressive scenario of their households and societies. Nzomo (1989) points that Kenya has come a long way since the 1960s when there was hardly any mention of women in development policy statements. She further say that indeed throughout the 1960s and early 1970s the post-colonial Kenya government acted and behaved as if the gender question as a policy was of no relevance. Mayoux (1995) further adds that since the mid-1980s women have received elevated attention and help by using governments, international donors and NGOs.

However, it is important to mention that developing nations have lagged behind in some key sectors. Kenyan women, for example especially those from rural farming groups households, have much less right of entry and manipulate over property and resources, statistics and decision making than guys (urt, 2010b). Women keep facing sizable barriers. The growing recognition of their contributions has now not translated into appreciably stepped forward get admission to sources or increased selection-making powers. Neither has the dynamism displayed through women within the financial, cultural and social lives in their groups through their associations and informal networks been channeled into creating new models of participation and management.
While many nations have ratified UN agreements along with the conference for the removal of discrimination against women, which guarantees women equal rights and safety from discrimination, those have no longer knowledgeable policy-making or translated into better dwelling and running situations for women (Zororo, 2011). Therefore, without meaningful commitment in the form of policy changes and the provision of resources to deal with the root causes of women's conditions a breakthrough in development and renewal cannot be hoped for (Ahmad, 2011). Makokha (2006) points out that Kenya has ratified several international human rights instruments that affect women's human rights, namely the International Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), to which Kenya acceded to on 9th March, 1984, the Declaration on the Elimination of Violence Against Women of 1993 (DEVAW) and the Beijing Declaration and Platform for Action of 1995. Except for the latter, these conventions have not been incorporated into Kenya's municipal law. Very little has been done to ensure that Kenya's domestic law conforms to international standards in respect women's human rights.

In her book *Gender Planning and Development: Theory, Practice and Training*, Caroline Moser differentiates between policy, planning, and implementation. She states that if plan is ready what to do, then making plans is about how to do it, the organisation of implementation is about what is truly executed (Moser, 1993). She further states that policy-making is the manner of social and political choice making approximately a way to allocate resources for the needs and pursuits of society, concluding inside the formulation of a policy approach (Moser, 1993). Hence, policy for women issues concerns what should be done about gender issues in the sectors in which they are
involved. Policies should state goals and what must be done to achieve them. And it should elaborate on how women issues inform and enrich basic sector principles and policies.

### 1.1.3 Women Empowerment in Dagoretti

Empowerment emerged as an important theme in the women’s movement from 1975 onwards. In fact, empowerment as a theme arose out of a failure of ‘Women in Development’ (WID) programs, notably the equity approach all of which failed to question the interrelationship between power and development. Kabeer (2001) argues that empowerment is the methods by way of which women take control and possession in their lives via expansion of their choices. Therefore, it is far the process of acquiring the capability to make strategic life choices in a context where this potential has formerly been denied. Nepal Human Development Report 2004 captures the spirit of human development which is defined as growing an environment, wherein people can broaden their full capacity and lend efficient, innovative lives in accord with their wishes and interests to be able to take part inside the lifestyles of the community (UNDP, 2004).

Bennett (2002) has advanced a framework in which “empowerment” and “social inclusion” are carefully associated. Bennett describes empowerment as “the enhancement of property and skills of numerous people and corporations to interact, influence and preserve accountable the institutions which affect them. Empowerment and women empowerment especially, is one of the momentous issues of present day improvement guidelines in growing nations (Chaudhry & Nosheen, 2009). Empowerment is a complex idea, which can also vary among cultures, people, sexes, occupations and positions in
lifestyles. Moreover, males and females may have exclusive perspectives on empowerment in general and women’s empowerment mainly (World Bank, 2002). Empowerment is defined as “a technique via which those who have been denied the ability to make strategic lifestyles choices acquire the potential to achieve this” (Kabeer, 1999). Whilst alternatives entail the possibility of having alternatives, different alternatives have various effects on the humans’s existence. Strategic life alternatives are the ones which are essential for one to live the way one wishes, such as: desire of livelihood, use of contraceptives, whether or not and who to marry and whether to have kids.

Women empowerment in the context of women Community Based Organization entails trade in gender roles and members of the family so one can enhance women’s capacity to shape their lives (Lavenet al., 2009). Improvement interventions along with changes in financial systems may also result into changes in gender roles, relations and empowerment.

The significance of women empowerment in development cannot be overemphasized. As an instance, it's argued that women’s empowerment is vital for motives of both principle and pragmatism (Oxfam GB, 2005; Oxfam, 2011; Kit et al., 2012); it’s the right factor to do because women have the identical rights as men, but it’s additionally a important factor because it will make the world a higher place in which to stay and help many nations to attain human development. Empowering and making an investment in rural women has been shown to seriously increase productiveness, lessen hunger and
malnutrition in addition to enhance rural livelihoods, now not handiest for women, however also for all (Wallerstein, 2006; Kit et al., 2012).

Furthermore, women’s empowerment is ranked 1/3 inside the Sustainable Millennium Goals (SDGs), and it endeavors to promote gender equality and empower women (UNDP, 2000). However, many developing international locations within the world are but to obtain this important aim (URT, 2010a). In line with Basu and Basu (2001), women are much less empowered compared to men in lots of aspects consisting of: education attainment, profits, manipulate over very own earnings, bargaining energy in selling their very own produce and labour, participation in decision making bodies, and get entry to production inputs and employment possibilities.

In Kenya women are disadvantaged socially and economically compared to men. Disparities in women and men be triumphant in education, fitness, employment possibilities, manage over property and income, and participation in political procedure that make women disadvantaged and less empowered; this boundaries the country’s potential to obtain its complete capability (URT, 2010b). Women empowerment has also been observed to improve through participation in micro-credit score schemes and Small and Medium Companies (SMEs), as an example inside the food processing sectors (Makombe, 2006) and in small agricultural projects underneath the Participatory Agricultural Development and Empowerment Projects (PADEP) (URT, 2010c).

Many efforts to empower women at family and community levels have centered on elevating women repute through education, schooling, right to health services, and family making plans services as well as legal counseling. Politically, efforts had been made to
boom women’s illustration in choice making organs which include setting quota for women political posts (URT, 2010a). Economically, the most popular strategy, in particular since the 1990s, has been to contain women in microfinance programmes and help them gather capital wished in manufacturing (Malhotra, 2002). In current years there has been renewed interest on efforts to empower women involved inside the agricultural quarter, which employs the general public of rural humans. The efforts encompass mobilizing rural women in producer and advertising and marketing organizations for easy get entry to production inputs, extension services, training on increasing manufacturing consistent with unit vicinity as well as facilitating marketplace get right of entry to by means of smallholder farmers, males and females (URT, 2006). with a view to improve market get admission to by way of smallholder farmers, the government and NGOs in Kenya, as it miles in lots of other developing nations, have followed various holistic seasoned-bad procedures to deal with constraints that girls organizations come across.

1.2 Statement of the Problem

The women of Kenya have sizeable contributions each as labor and mentor inside the family and outdoor, however their role is often underestimated and no longer counted as economic activity (Kinyanjui, 2006). As women, they suffer from social, cultural and political biases. Traditionally, women’s roles are limited to family chores and farming sports, which, in fashionable engage them for an extended hours than men (14-16 hours as compared to men’s 7-9 hours a day) each day (UNDP, 2004; ADB, 1999; VECO, 2008). In comparison to male opposite numbers women have restricted right to educational and employment possibilities.
The Kenyan Government has undertaken several measures through devolved funding to redress emerging social and economic problems faced by the citizens. It is in regard to this that the Constituency Development Fund (CDF) and the Women Enterprise Fund (WEF) were among others introduced. The Women Enterprise Fund was conceived in 2006 with an aim of uplifting the economic status of women (Abels & Okech, 2009). One of the greatest challenges to Women groups in Dagoretti has been the increasing levels of poverty, accessing the fund and this is brought about by the bureaucratic challenges from the government since many Kenyan institutions take the form of excessive formalities and requirements, thus leading to so much time being wasted and sometimes after a waste of so much time there are no results at all.

Nyamwaro (2011) did a study on evaluation of challenging situations facing project implementation within the ministry of roads tasks and located that derived communication and lack of information had been the primary demanding situations facing project performance. Ejembi and Ogiji (2007) have established that poor infrastructure hinders growth of women group enterprises. Chumo (2016) study on factors influencing performance of women group enterprises in Londiani sub-county, Kericho County, Kenya found that ICT factors were the most severe influencing women group enterprises. None of these studies looked at government and program implementation body’s policies on performance of women empowerment projects in Dagoretti area, Nairobi County, Kenya which formed the basis of the study.
1.3 Research Objective

1.3.1 General Objective

The general objective of the study was to investigate the influence of government and program implementation bodies policies on performance of women empowerment in Dagoretti area, Nairobi County, Kenya.

1.3.2 Specific Objectives

i. To examine how distribution of resources policies influences the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi.

ii. To assess how decision making policies influences the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi.

iii. To assess how monitoring and evaluation policies influences the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi.

iv. To examine how leadership and coordination policies influences the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi.

1.4 Research Questions

The researcher was guided by the following research questions:-

i. What is the effect of distribution of resources policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi?

ii. How do decisions making policies influence the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi?

iii. What is the effect of the monitoring and evaluation policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi?
iv. What is the influence of leadership and coordination policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi?

1.5 Significance of the Study

Studies on women empowerment are scanty, geographically unevenly dispensed and skewed attention-wise. While the current theoretical debates in women empowerment are centred on the question of how to create and distribute gains from economic activities better, relatively less attention has been paid to how participation empowers women. Few studies have succeeded in explicitly documenting the role of the government and policy and program implementation bodies in locating and developing women’s empowerment.

Despite several efforts that have been made to improve empowerment of women, there is scanty empirical information on women empowerment through participation. There is a need to inform policy makers on how government and policy and program implementation bodies’ involvement contributes to women empowerment, thus increase their potential to contribute to national development. This study will inform policy makers involved in planning and implementing development projects and programmes that aim to empower women. Women empowerment is a necessary condition for the attainments of the millennium development goal number three which "envisaged to eliminate gender disparities and increase share of women in wage employment as well as in non-agricultural sectors to make sure empowerment of women in all socio-economic and political relations and cultures by 2015."
1.6 Scope of the Study

The study was carried out from March 2017 to April 2017 in Dagoretti area, Nairobi County, Kenya. Dagoretti was selected for the study because it has many active, successful and unsuccessful women groups thus suitable for the study. Particularly the study focused on the influence of distribution of resources policies, decisions making policies, monitoring and evaluation policies and leadership and coordination policies and performance of women empowerment projects.

1.7 Limitations of the study

This research was carried out curbed by various limitations. One of the limitations is that, the study covered only one region with a few women groups. A study of such scope may suffer failures of not getting information which can be generalized across the county and other counties. However, the researcher got a sample from the study population which was quite representative.

Literature on women empowerment in Dagoretti area was lacking and hence literature from outside the geographical area will be used to bring out the research problem. Dagoretti area is made of literate and semi-illiterate people who may make the information not wholly reliable. The cultural beliefs on giving out information may also be a hindrance. Another limitation for this study will be inadequate finances to enable travelling from one place to another when collecting data although this will be addressed by picking a large sample size.
1.8 Organization of the proposed study

This project is organized in five chapters. The first chapter consists of the background to the study whereby it offers a detailed description of the women empowerment and the government involvement. Chapter Two contains a series of originally published papers, articles and books giving a detailed description of the theoretical and empirical review of literature as per the specific objectives of the study, chapter three presents research methodology, chapter four presents, analyses, interpretation and discussion of data and chapter five gives summary, conclusion and overall implication of the study findings.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will review literature on women empowerment. The first section looks at the theoretical review of literature while the second section prods into the empirical studies in relation to women empowerment.

2.2 Theoretical Review

This study will utilize the Kabeer’s Framework of Women Empowerment (1999), The Cornwall’s Theory of Participation (2002) and the Women’s Empowerment Framework as put forth by Sara HlupekileLongwe (1990).

2.2.1 Kabeer’s Framework of Women Empowerment

As with Kabeer (1999), empowerment is “the enlargement in people’s ability to make strategic life selections in a context wherein this ability became previously denied to them.” The strategic lifestyles alternatives are based on 3 dimensions assets, businesses and achievements. In conventional financial term, resources mean substances, however in broader term sources are received through distinctive social relationships working in diverse institutional domains which represent a society, connecting family, marketplace, country and network. Corporation is the ability to outline one’s goals and act upon them which similarly explains selection making, bargaining and negotiation capacity. The framework applies to the study because women empowerment is dependent upon implementation bodies providing the necessary materials like funds, market and technical knowhow through enacted policies. Policies are the agencies that necessitate relations between women groups and implementation bodies.
2.2.2 Cornwall’s Theory of Participation

Cornwall’s (2002) concept as applied in this study describes participation through considering elements of space, energy and differences; she argues that, participatory areas can be created for you to allow humans to interact and to speak about troubles in their issue as well as to carry out social duties. These areas can trade once in a while and from one context to another.

However strength and variations among the people can also permit or restrict effective participation. This is due to the fact participatory spaces gather people from one-of-a-kind backgrounds and with one of a kind identity. This hypothesis applies to this study because for women empowerment project to achieve its objective distribution of resources need to be equitably distributed among the different populace in Dagoretti, this will in turn enable leadership and coordination among the projects.

2.2.3 Women’s Empowerment Framework

The study also utilized Women’s Empowerment Framework by Sara Hlupekile Longwe. Longwe (1990) argues that poverty arises not from lack of productivity but from oppression and exploitation. According to this framework, any empowerment process must embrace five tiers of equality, namely wellbeing, right to use, concretization, involvement and have power over. The framework is suitable for the study because it seeks to address the various factors that affect women’s empowerment (Leach, 2003). Within this context, the women’s groups can be said to be avenues for women’s empowerment (Sweetman, 2000). The framework applies to the study because women over time have been productive yet they continue to be economically disadvantaged. This
is explained by the fact that policies haven’t favored them in terms of equitable
distribution of resources and services; women haven’t been actively involved in decision
making process and leadership.

2.2.4 Theory of Change

The theory of change, first published by Carol Weiss in 1995, is described as a theory of
how and why an initiative works. It focuses not simply on generating know-how about
whether a task is powerful, but also on explaining how and what techniques it uses to be
powerful (Cox, 2009). The theory of exchange affords a version of ways a project is
supposed to paintings. in other phrases, it affords a street map of wherein the project is
trying to attain. Tracking and assessment tests and refines the street map at the same time
as communications helps in achieving the destination by using assisting to result in trade.
Further, the idea of change gives the basis for disagreeing that the intervention is making
a difference (Msilu & Setlhako, 2013).

This theory indicates that by way of information, what the assignment is trying to
achieve, how and why, venture workforce and evaluators can be able to monitor and
degree the desired consequences and examine them against the authentic idea of change
(Alcock, 2009). This theory however falls brief considering that challenge fulfillment is
extra complicated (Babbie & Mouton, 2006). It’s far essential to apprehend achievement
beyond simply knowing “what works”. Knowledge has proven that blindly copying or
scaling an intervention not often works (Mackay, 2007). A critical undertaking for
tracking and evaluation is to accumulate sufficient expertise and information for you to
expect with a few level of confidence how a project and set of events might perform in a
exclusive state of affairs, or the way it wishes to be adjusted to get comparable or higher results, subsequently influencing project performance.

2.3 Empirical Review

2.3.1 Project Performance

Yang et al (2011) did an analysis that advised that will increase in tiers of management may additionally enhance relationships amongst crew contributors. The study additionally indicated that teamwork had a statistically vast impact on project overall performance. Yang et al (2011) analyzed the various factors that are important to the fulfillment of a project most which were targeted around dealing with stakeholders, assessing attributes (power, urgency, and proximity) of stakeholders, compromising conflicts among stakeholders efficaciously, formulating a clear statement of assignment missions, predicting stakeholders’ reactions for imposing the techniques, studying the change of stakeholders’ have an effect on and relationships at some stage in the task technique and assessing stakeholders’ conduct. Yang et al (2011) critical success factors were in particular centered across the stakeholder’s management.

White (2011) examine that there may be simplest a 65% risk that a project will meet the project individuals’ expectati0ons, while Burke (2013) states that actually 18% of projects are accomplished within price variety, 50% of them surpassed the planned prices, at the same time as 30% of the responsibilities are so high-priced that they're cancelled earlier than of entirety. Tushman and Katz (2010) assert that responsibilities often include skip-purposeful or inter-organizational corporations. Project teams are not normally natural businesses and now and again no longer live within the equal geographic location.
Unique shipping strategies and conversation gadgets require to be utilized to overcome this assignment.

2.3.2 Distribution of Resources and Project Performance

Empirical reports by Ndambuki (2010) on discursive representation of women Interests and needs capture different resource mobilization used by self-help groups. The bulk of resources (75.41%) were raised through members’ contribution; 45.08% had a business projects; 27.87% had access to loans, individual members; 19.67% were able to access donor grants; while 17.21% got their resources from proceeds and contributions of well-wishers. Some (7.38%) were able to access government resources. From these findings, most groups raised their financial resources through proceeds from member contributions, with few raising resources from government.

The low statistics presenting government agencies indicates there is a gap between economic distribution of resources and women empowerment. As studies carried out by Gutwa, Oino, Auya and Luvega (2010) on Women Groups as pathway to rural development in Nyamusi Division, Nyamira County, Kenya indicate, the growing recognition of women’s contributions has not slated into significantly improved access to resources. Consequently literature set out to investigate a way to bridge the gap by way of engaging in an in-depth look at of the volume of resource distribution policy. As the paper on promoting women economic empowerment in Africa concludes women’s lack of access to productive resources in Africa is a serious economic problem for the continent (Yesihiareg, 2010).
Of great importance is that economic empowerment improves income earning abilities of self-help group members by providing a regular income, a source of employment, contributing towards member’s welfare and assisting them with credit facilities. Garai, Mazumder and Maiti (2012) using data from Bengal India for women proved that self-help group members were more empowered than non-members. This result demonstrated that self-help groups through a resource distribution program were effective in empowering their members economically. This same result was achieved on an empirical study by Das (2013) in Assam, India where data confirmed that self-help groups’ that received economic support or resource improved their members’ economic conditions. These improvements were reflected in terms of increases in income, savings, value of assets, amount of borrowing and betterment in consumption provisions.

Ndambuki (2010) studies argue that non-governmental organizations are found in all counties of Kenya. However, counties and areas with better infrastructure tend to attract more of them. This is quite unfortunate because areas without better infrastructure are often marginalized and this is where majority of the needy population is. This case scenario can be seen in parts of Dagoretti that are far flung like Kawangware and Ngando.

This is echoed by Maathai (2009) sentiments that Kenya has suffered from unjust allocations and distributional irregularities.

This condition is in line with a model expounded by Posner (2004) where he elaborates that in situations of difficulties, civil societies find it hard to thrive. However, there are a few non-governmental organizations working in hardship areas where other actors find it
a challenge to operate. The government could provide incentives to encourage non-governmental organizations to work in the remote areas.

2.3.2 Decision Making and Project Performance

A past study carried out by Abdi (2007) on the participation of women in CDF tasks, singles out the homogenous nature of CDF committees characterized by means of male dominance as an element that hinders women participation in choice making. In line with this observe the handpicking criterion of committee participants is essentially based on non-public interaction with the fund customers and not benefit. This has locked out certified yet vulnerable agencies from being covered within the CDF committees. CDF project being a means towards women empowerment and women being part of the vulnerable groups are therefore minimally represented occasioning a low performance of women empowerment. The low level of participation by women in decision making inevitably leads to biases in the priorities and policies pursued by development organisations (European Commission, 2000)

Similar views are shared in a study on Malawi Social Action Fund Project by Dulani (2003) which argues that the height of involvement in decision making by women were confined to women being knowledgeable on what had already been determined by way of different key gamers which implied passive participating by means of session. This implies some ill cause towards the belief of complete women's participation and empowerment where their presence is broadly speaking passive and in maximum instances digital, subsequently their input is regularly omitted. Misati and Ontita, (2011) concluded in their study Revitalizing Transformational Governance for Sustainable
development: Perspectives from Kenya that residents who have been denied the proper to participate in selection making hardly ever benefit self assurance to reassert their right for nearby management to start playing their rightful role within participatory and responsible governance.

Literature demonstrates that exclusion of women in decision-making makes the empowerment process less effective than it should be to detriment of society as a whole. In support of this, Mutongu (2000) points out that when women’s wishes are neglected, the consequences are: unaccountable population increase, high infant and toddler mortality, a weakened financial system, ineffective agriculture and deteriorating environment, and a poorer first-class of life for all. For that reason contends that regarding women in selection-making will make an important contribution toward ending poverty, remedying the gross inequalities between human beings, slowing the charge of populace growth, rescuing the surroundings, and making certain peace.

Abdi (2007) concurs in his study on Women’s Participation in the Management of CDF by recommending for the creation of a credible, independent and people driven management system, to enhance participation in decision making and discourage arm-twisting of a few people.

From the foregoing one can present facts such as decision making policies on women aren’t tailored to enhance performance of empowerment probably because of their low numbers in leadership. However a different parallel emerges in a study carried by Wamalwa (2010) on women’s participation in devolved funds in Bungoma County which concluded that there may be more up take of roles in any respect stages of development
tasks, and the barriers which have characterized lack or minimalist participation are slowly being tamed. The study on factors that women are now participating in CDF projects in any respect ranges right from decision making to implementation, constraints to participation together with retrogressive ideals are slowly dropping face, extra girls are enrolling in schools to get educationally empowered with the intention to compete at par with boys, in addition to acquainting themselves with the criminal pointers concerning their roles in development activities. There is call for disencumber mindsets from unorthodox beliefs, sensitize ladies on their rights through thorough civic training in addition to impact regulation on the way to decorate extra girl's participation.

It’s important to note that representation of women may not always mean efficient decision making policies. This is demonstrated in a study conducted in Mombasa by CLARION in 2007 on Gender Dimensions in Management of projects which observed that women have been included in the committees as provided by law, but they rarely participate in decision making effectively.

The inclusion of women in improvement matters, to work collectively and percentage the commonplace purpose of improvement initiatives is a primary problem that needs to be addressed aptly, because women; much like men have the potential to participate on an identical footing in this era. All through the year 1992, women challenged and sought to trade their marginalized popularity in public decision making or coverage making and country wide improvement making plans and implementation. For any democratized gadget, gender interest need to be mainstreamed and the participation of women, just like men be brought at par to decorate both economic and human improvement (Nzomo, 1993). However, that is without its barriers, the decentralized arrangement does now not
provide for the de-concentration of political strength and disbursement of assets consequently stands in the way of participatory democracy (Oloo, 2008).

### 2.3.3 Monitoring and Evaluation on Project Performance

Ogolla (2010) in a study to determine effective monitoring and evaluation of government funded water projects in Kenya cited that monitoring and evaluation of projects in Kenya is very critical because lot of government resources are provided to organizations to implement various projects. Not most effective does great practices require that projects are monitored for manipulate however additionally mission stakeholders require transparency, accountability for resource use and impact, top undertaking performance and organizational getting to know to gain prospect projects. However, as Mugambi (2005) concludes in the study on Challenges of Project Implementation of Community based Goat breeding Projects in Meru most of these projects experience performance challenges in terms of completion thereby leading to confusion and uncertainty in implementation of project activities due to ineffective monitoring and evaluation.

Attention is further drawn from the works of Adhiambo (2012)on factors affecting the effectiveness of donor funded projects in boosting improvement in Kibera in which there is a clean consensus that precise tracking all through the project is vital, and additionally that it's far regularly insufficient. It has been shown that blueprint initiatives that are finalized at education are much less in all likelihood to be successful than flexible tasks that could modify to revel in won because the challenge develops. This means that there have to be an ordinary and dependable programme of measuring, recording and reporting the development. This in turn manner that there should be close touch with the beneficiaries, and additionally defined signs of overall performance.
An evaluation study on Analysis of cost and schedule performance of international development projects display that it is very usual for inadequate interest to accept at undertaking education to running out plans for tracking, and the lack of a in reality laid out plan encourages undertaking workforce to give it low precedence. It is the concerns that subject workforce consider all returns and reviews as being unwelcome chores that interrupt the actual work (Ahsan, & Gunawan, 2010). In a working paper efficiency and efficacy of Kenya’s constituency improvement fund: theory and proof, Kimenyi (2005) notes that it is crucial to investigate the tracking components related to CDF and the level to which constituency characteristics may additionally affect monetary illusion and therefore inefficiencies. However, the study show the factors that presence of elite corporations may want to seize this system so that the mission serves narrower pursuits.

Similar sentiments derived from Mapesa and Kibua (2006) who while discussing their paper on assessment of community projects pointed that most project are initiated and applied without proper preparedness in terms of sensitization and introduction of organizational structures and capacities, and development of tracking and evaluation mechanisms.

The present function is that it has come to be commonplace to pay lip carrier to the significance of tracking, however there may be room for making it take place more efficaciously (Adhiambo, 2012). The records to be accumulated and suggested will range from challenge to task. Questions which each undertakings have to be regularly asking are: is progress nice? If now not what are the problems which need to be addressed? What new thoughts are rising? and, which thoughts may also advise modifications to the
undertaking? if new generation is being added, the beneficiary response and uptake desires to be closely monitored in case the generation wishes modification or may be stepped forward (Bulmash, Chhinzer, & Speers, 2010).

According to a study carried by Wamalwa (2010) the average stage of education of an individual is anticipated to persuade the involvement of the network and the extent to which individuals are capable of be included inside the task cycle in addition to in the tracking of the utilization of funds. In this study areas making up Kanduyi constituency, had disparity with school enrolment of females taking a record low, compared to males, and these statistics correlated negatively with passiveness in monitoring and evaluation. Confirming that the low tiers of schooling among the womenfolk want to be checked because of the abnormalities registered.

The consensus from these studies is that monitoring is critical because it allows classes to be discovered, main to improvement in destiny tasks. But like monitoring, it is not executed with sufficient rigour. For example, "many projects cannot precisely pinpoint who has benefitted and by how much or in what way. As Adhiambo (2012) surmises in her study few corporations feel that they have the assets to evaluate each project, and so evaluation, specifically ex-publish evaluation, has a tendency to be biased in the direction of projects with troubles. Additionally, small groups particularly are reluctant to use the time of project team of workers on evaluation after they may be getting on with the subsequent assignment. The larger companies which have separate evaluation units face the problem that the independence of those devices makes them less capable to influence the operational departments.
2.3.4 Leadership Coordination and Project Performance

Findings in studies carried out by Gutwa, Oino, Auya, and Luvega (2010) on Women Groups as pathway to rural development in Nyamusi Division, Nyamira County, Kenya indicate that poor and weak leadership is one of the challenges facing women groups in the Division as reported by 21% of the respondents. The study found that a few powerful community members can take advantage of the poor and weak leadership structures. In the same study 13% of the respondents attributed lack of government support as one of the problems affecting women groups, the study found that, despite the government’s effort on ensuring funds for women initiatives are available, through institutions like Women Enterprise Fund and Uwezo Fund to empower women economically throughout the country, the uptake is still low. This is because, women groups lack recognition by the government particularly for those groups that are not formally registered by the relevant government bodies.

Similar studies by Mindaye (2014) on Challenges and Contributions of Self Help Groups in Empowering Poor Women: The Case of Ethiopian Kale Heywet Church, Addis Ababa Integrated Urban Development Project found that individual women were found to be more economically successful than the group because of some barriers such as the groups being hindered by bureaucratic procedures and the necessity of maintaining social relationships. Chambers (2014) contents to these saying women may gain more rights or access to resources but without active leadership and coordination elites may use secularization to marginalize groups.
It is evident from the studies that neither has the dynamism that women show within the economic, cultural and social lives of their groups via their agencies and casual networks been channeled into creating new fashions of participation and management (Manu, 1998). Despite their many obligations, women have significantly less get entry to the assets and services they want to growth their productivity and their income and ease their burden of family duties (IFAD, 2011). Gutwa, Oino, Auya, and Luvega (2010) agree pointing that in Kenya, women groups form the majority of local initiatives. despite the fact that women agencies are the answer to the local troubles, there may be little support they acquire from the authorities and different development stakeholders, consequently their incapacity to cope with rural challenges.

In a recent empirical report Kyalo, Mulwa, Matula and Phyisiers (2014) on community participation in improvement initiatives in Kenya: analytical evaluation of factors influencing sustainable water projects in Shianda division, Kakamega county. The findings of the study revealed that both men and women were involved in management with greater men (88%) in neighborhood management and greater women (65%) in project leadership. This implies that women empowerment projects are likely to suffer given the lesser attention they are likely to face.

Ngau (1987), states that there was a relationship between the size of the projects initiated and the political leadership position held by the elite leaders of Harambee projects. Leaders with higher positions tended to initiate more costly projects than those in lower positions. In many cases, the peasants did not have a voice once the big projects had been chosen. They just participated in these projects hoping that they would benefit from them.
Harambee leadership in several instances did serve to advance the interests of the political elite and not so much those of the community.

Research on the impact of donor aided initiatives via NGOs at the social and financial welfare of the agricultural disadvantaged in Uganda indicated that, a number of organizations were competing for space in the areas of operation implying poor coordination. It emerged that, each NGO wanted to show that they had supported the information project, and yet the community did not use the notice boards. Although this might appear the problem of poor coordination among the implementing organizations, it also emerges that a number of donors like the EU demands visibility with the individual organizations whence poor project coordination resulting into resource wastage (Busiinge, 2010)

2.4 Summary of Literature Reviewed and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Major findings.</th>
<th>Focus on current study</th>
<th>Gaps identified.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ndambuki (2010)</td>
<td>The bulk of resources (75.41%) were raised through members’ contribution and some (7.38%) were able to access government resources. Women’s contributions have not translated into significantly improved access to resources.</td>
<td>Underperformance is linked to poor abilities in procuring enough resources to finance their activities.</td>
<td>Inequitable distribution of resources among gender. Disconnect between distribution of resources policies.</td>
</tr>
<tr>
<td>Gutwa, Oino, Auya, and Luvega (2010)</td>
<td></td>
<td>women’s lack of access to productive resources in Africa</td>
<td>Lack of investment capital policies on women empowerment.</td>
</tr>
<tr>
<td>Abdi (2007)</td>
<td>Homogeneity nature of committees characterized by male dominance hinders women participation in decision making. Citizens denied participation in selection making hardly ever advantage self belief to reassert their right for neighborhood leadership to begin gambling their rightful role inside participatory and accountable governance.</td>
<td>The low level of participation by women in decision making inevitably leads to biases in the priorities and policies pursued by development organizations. Decision making policies on women aren’t tailored to enhance performance of empowerment probably because of their low numbers in leadership.</td>
<td>Few women representative therefore women needs not represented locked out qualified but prone groups from being covered in the cdf committees exclusion of women in decision-making making the empowerment process less effective.</td>
</tr>
<tr>
<td>Misati and Ontita, (2011)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ogolla (2010)</td>
<td>Lot of government resources is provided to organizations to implement various projects. Thus best practices required for</td>
<td>There need to be a ordinary and dependable programme of measuring, recording and reporting the</td>
<td>Failure to employ monitoring and evaluation consultants Lack of supervision.</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Citation</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Adhiambo</td>
<td>(2012)</td>
<td>Monitoring to ensure transparency, accountability, good project performance and organizational learning to benefit future projects. Monitoring allows lessons to be learned, leading to improvement in future projects.</td>
<td></td>
</tr>
<tr>
<td>Mapesa and Kibua</td>
<td>(2006)</td>
<td>Most projects are initiated and carried out without preparedness in terms of sensitization and creation of organizational structures and capacities, and development of monitoring and evaluation mechanisms.</td>
<td></td>
</tr>
<tr>
<td>Gutwa, Oino, Auya, and Luvega</td>
<td>(2010)</td>
<td>Poor and weak leadership is one of the challenges facing women groups as reported by 21%.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Neither has the dynamism that women display inside the financial, cultural and social lives of their groups through their groups and by project managers. Ineffective monitoring and evaluation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women groups lack recognition by the government leadership in several instances. less touch with the beneficiaries, and also described indicators of overall performance inadequate interest to task coaching to operating out plans for tracking, and the lack of a clearly laid out plan. Although monitoring during the undertaking is vital, it's far often insufficient.</td>
<td></td>
</tr>
</tbody>
</table>


| Kyalo, Mulwa, Matula and Phyilisters (2014) | Men and women were involved in leadership with more men (88%) in local leadership and more women (65%) in project leadership | informal networks been channeled into creating new fashions of leadership | did serve to advance the interests of the political elite and not so much those of the community |

**Source: Secondary Data**

Despite the interventions that focus on improving the wellbeing of women so as to empower them, women empowerment among those involved in Dagoretti County is still low. According to literature women are less empowered in lots of components such as earnings, manage over personal profits, bargaining energy in promoting their own produce and labour, participation in selection making bodies, education attainment, and employment opportunities. Therefore to empower them various measures as literature has shown should be taken to address inequalities. On the contrary though, governments, NGOs and development organization have had challenges in mitigating these issues.

Evidence from literature in relation to decision making lacks consistency (Lastaria, 2006). And relatively less attention is paid to monitoring and evaluation while resource distribution have been widely used as pro poor approaches by development organization and government agencies, its impact on poverty reduction and women empowerment is difficult to generalize (Riisgaard, et al., 2010; Coles & Mitchell). As studies have shown
resource distribution does not always translate into women empowerment (laven et al., 2009). These divergences in views call for further investigation.

2.5 Conceptual Framework

The research will focus on how various government and programme implementation bodies concepts influence performance of women empowerment projects. In Figure 2.1 the independent variables – distribution of resources, decision making, monitoring and evaluation and leadership and coordination are the independent variables that are likely to influence the dependent variable women empowerment projects.
Independent Variables

- Distribution of resources
  - Credit allocation
  - Economic resources
  - Technical advisers
  - Infrastructure

- Decision Making
  - Decision making Structures
  - Transparency
  - Stakeholders integration
  - Consensus building

- Monitoring and Evaluation
  - Technical assistance
  - Feedback
  - Frequency of monitoring
  - Organization capacity

- Leadership and coordination
  - Planning
  - Organization
  - Directing
  - Controlling

Dependent Variable

- Performance of Women Empowerment Projects
  - Level of training
  - Increase in assets
  - Mobility
  - Political autonomy
  - Civic efficacy
  - Social networks

Figure 2.1: Conceptual Framework

Source: Researcher (2016)
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter discusses the various research strategies that were used in the study. The section will be divided into research design which will focus on the general design of the study, study site, a description of the study population, sampling techniques that will be applied as well as research instruments. This section further explored data management procedures and ethical considerations that ensure the respondents’ confidentiality.

3.2 Research Design
According to Kothari (2006) a research design is an arrangement of situations for series and analysis of records in a way that aims to mix relevance to the study’s cause with financial system in procedure. The study utilized descriptive research design in trying to understand the challenges of women empowerment in Kenya. Descriptive design facilitates the collection of information directly from individuals using the questionnaires and focused group discussions based on the sample selected (Kothari, 2006). It also enabled the researcher to capture the typical operational structures of the women groups. Descriptive survey design will result in formulation of important principles of knowledge. It will also give deep insights into people’s attitude, opinion and problems as well as enable the researcher to conveniently collect data from a large number of respondents.

3.3 Target Population
The study focused on a target population of 33 women groups in Dagoretti with a women population of 262. In addition 4 top management officials from the Nairobi county
dealing with youth and women affairs and 20 chair persons of Program Implementing Bodies also formed part of the study population. Selection of the target population was based on both feasibility and generalizability, which are important aspects of determining the target population (Gay, 1990).

**Table 3.1: Target Population**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>262</td>
<td>0.916</td>
</tr>
<tr>
<td>Top Management Officials</td>
<td>4</td>
<td>0.013</td>
</tr>
<tr>
<td>Program Chairperson</td>
<td>20</td>
<td>0.069</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>286</strong></td>
<td></td>
</tr>
</tbody>
</table>

**3.5 Sampling Techniques and Sample Size**

According to Kombo (2005), sampling is the manner of choosing some of people or gadgets from a population such that the organization includes factors representative of the traits discovered inside the whole group. The probabilistic sampling technique was employed in this design. In a probabilistic sampling design, elements in the population have the probability to their being attached or being chosen as a sample object. A group of 33 women groups was shortlisted from which it was split into a smaller groups of 10 women groups representing 30% of the 33 women groups were randomly selected. It is from these group of 10 women groups that a formula was used to select the respondents whose questionnaires and FGD shall be done through the following procedure; since the target population is less than 10,000 Taro Yamane’s formula was used to determine the sample size for the study;
\[ n = \frac{N}{1+N(e)^2} \]

Where: \( n \) = sample size

\( N \) = population size

\( e \) = level of precision/sampling error at .05

\[ n = \frac{286}{1+286(0.05)^2} = 167 \]

The sample size used 167 which made up for 58.4\% of the target population (286). The sample size comprised of 167 respondents as shown in Table 3.2.

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population*0.587</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>262*0.584</td>
<td>153</td>
</tr>
<tr>
<td>Top Management Officials</td>
<td>4*0.584</td>
<td>2</td>
</tr>
<tr>
<td>Program Chairperson</td>
<td>20*0.584</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>286</strong></td>
<td><strong>167</strong></td>
</tr>
</tbody>
</table>

3.6 **Data Sources and Research Instruments**

Two primary data collection instruments were be employed in the study. Structured questionnaires were used in the study. Each question in the questionnaire was designed to address specific objectives or research questions so as to generate appropriate information in relation to the purpose of the study. The questionnaires were given to each of the selected officials who filled it confidentially to avoid any influence from other officials. The researcher enlisted the services of research assistants to help in cases where
the respondents found challenges reading the questionnaires or are unable to read the questionnaires.

Focus Group Discussion (FGDs) were aimed at getting additional information not captured in the questionnaires. 10 women from the 10 women groups were randomly selected to make 10 focus groups upon which the Focus group Discussion guides were used. During focus group discussions, women’s perceptions on issues related to empowerment were ventilated.

Secondary data was accessed from the Kenyatta University library and the internet. Online journals, reports, and previous scholarly work on the area will be reviewed to give a strong background and context for the study.

3.7 Data Collection Procedures

Questionnaires were used to collect primary data for the study. The researcher ensured that all the questions were answered and that the responses were clear. Ways of administering questionnaires are several like self-administered questionnaire, researcher administered questionnaires as well as the use of internet to administer questionnaires. Researcher administered questionnaires were used by the researcher where he/she decided to use the questionnaire to interview the respondents. that is generally carried out whilst the subjects may not have the capability to easily interpret the questions in all likelihood because of their academic degree. The researcher also enlisted the research assistant as indicated previously who helped to administer the questionnaires.
This was followed by use of legal permit from the area administrator who could be the chief or sub chief. Possibilities of the area administrator accompanying the researcher and his assistant was not ruled out as this will boost the confidentiality of the respondent and lessen the duration needed to collect this data. The researcher on the other side is expected to take duration of at most one month (30days) to finalize the collection of data from the respondent.

3.8 Data Analysis and Presentation.

The data collected was sorted, classified and subjected to both quantitative and qualitative analysis. SPSS was used to generate and analyze the results. Data analysis involved classifying the qualitative data into themes based on the findings. The Data was collated, discussed and presented according to the objectives, assumptions and theory to assess the consistency. This followed the steps;

Since the project was done in the approved manner, the study development was already considered a done case. Information coaching covered data editing, facts coding and data entry. This process ensured the accuracy of the records and their conversion from uncooked form to decreased and categorised paperwork that have been extra suitable for analysis. Enhancing detected mistakes and omissions, corrected them while possible and authorized that minimal information first-rate requirements had been carried out. the researcher’s cause became to assure that records are; steady, accurate, uniformly entered complete and arranged to simplify coding and tabulation.
Data input was done to transform records accumulated through secondary or primary methods to a medium for viewing and manipulation. Data entry was done through keyboard access from pre-coded units, optical scanning, real time keyboarding and statistics transfers from digital notebooks and computer computers. Database packages, spreadsheets and editors in statistical software program applications like SPSS offered flexibility for coming into, manipulating and moving records for evaluation.

3.9 Ethical Considerations

Confidentiality was considered in the research. The respondents were briefed on the nature and significance of the research and that their participation was on voluntary basis. Care was taken to ensure that the culture of the people will be respected during the study. Permission from the area chief was sort before carrying out the research. The study was designed to meet ethical standards of educational research. This study borrowed heavily on Terrel (2012) ethical considerations while carrying out mixed methods research. Such included: voluntary participation. Contributors understood that that they had a proper to a replica of the consequences and the ability benefits of the study and that their privacy was respected. Researchers understood the impact in their presence at research sites and ensured that web sites had been left undisturbed on the quit of the study.

Anonymity was maintained during statistics analysis and records saved for an inexpensive time frame. Writing was free from bias toward any organization (those encompass age, ethnicity, sexual orientation, race and gender). The information of the study had been cautiously explained within the actual record so that you can allow readers the possibility to choose the moral great of the study for themselves. Ethical
issues such respondent confidentiality, honesty and informed consent were taken into consideration. The rights of respondents and all those who participated in the study were taken into consideration. The privacy of the respondents was assured through assurance to them of non-disclosure of their identities and vigilance on the part of the researcher to ensure that none of them write their names or disclose their identities in the research instrument that were used.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents findings collected from the field with the help of tables and graphs, analyses and gives interpretation of the data gathered from the respondents in the field. The data analyzed was obtained through women groups’ focus group discussion guide and government and implementing bodies’ officials’ questionnaires.

4.2 Response Rate

The sample of the study comprised 167 respondents. As such, a total of 167 questionnaires were issued to the sampled respondents. 160 out of 167 the ones issued were successfully filled and collected by the researcher. This represented 95.8%. Mugenda and Mugenda (2003) display that a response rate of 50% is good enough for analysis and reporting, that of 60% is good and that of 70% and above is excellent. This therefore meant that the overall response rate of 95.8% was appropriate for the study. The relatively high response rate was due to the fact that the questionnaires were administered by the researcher in person and necessary steps were taken to explain the importance of the sampled respondents to participate in the study.

4.3 Demographic Data

Section A, of the FGD guide and questionnaire intended to find out the demographic background of sample population. The distribution was analyzed according to, first the respondent’s gender, age, education level, working experience, relationship with household and marital status. This background information is shown in the following sections:
4.3.1 Respondents’ Gender

The items in the first section of the questionnaire aimed at establishing the respondent’s gender. The information obtained is contained in Table 4.1.

Table 4.1 Gender of Government and Implementing Officials

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>91</td>
<td>56.9</td>
<td>56.9</td>
</tr>
<tr>
<td>Female</td>
<td>69</td>
<td>43.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2017

The gender variable shows (56.9%) of the respondents were male and (43.1%) officials were female. The finding indicates that majority of the officials working in government and implementing agencies are female. This is accounted for by the fact that the projects are women related and therefore women are better placed in running issues related to women.

4.3.2 Respondents’ Age

The items on the first section of the instruments also sought to establish respondents age, the information obtained is contained in Tables 4.2 and 4.3
Table 4.2 Respondents’ Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>12</td>
<td>7.5</td>
<td>7.5</td>
</tr>
<tr>
<td>21 - 30 years</td>
<td>52</td>
<td>32.5</td>
<td>40.0</td>
</tr>
<tr>
<td>31 - 40 years</td>
<td>60</td>
<td>37.5</td>
<td>77.5</td>
</tr>
<tr>
<td>41 - 50 years</td>
<td>20</td>
<td>12.5</td>
<td>90.0</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>16</td>
<td>10.0</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2017

As Table 4.2 shows, majority of the women had an age of 31 – 40 years as represented by (37.5%) while a few (7.5%) had below 20 years. Majority of the respondents were aged 31 years and above as shown by the cumulative frequency of 77.5%. These findings shows that majority of the women were mature enough to understand the running of the project and be empowered.

Table 4.3 Respondents’ Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 - 30 years</td>
<td>30</td>
<td>18.8</td>
<td>18.8</td>
</tr>
<tr>
<td>31 - 36 years</td>
<td>95</td>
<td>59.4</td>
<td>78.2</td>
</tr>
<tr>
<td>37 - 42 years</td>
<td>35</td>
<td>21.9</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data, 2017

The finding indicates that, (18.8%) of the official was aged between 25 – 30 years, (59.4%) had an age of 31 – 36 years and (21.9%) had between 37 -42 years and above.
The majority in 31 – 36 years age bracket can be accounted for by the fact that this is the youthful age that is in active employment.

4.3.3 Respondents’ Education Level.

The findings from women academic qualifications (Figure 4.1) revealed that, the respondents in Dagoretti attained a high level of training as indicated by 19% and 51% teachers who had a degree and diploma respectively. A few women as represented by 5% and 6 % had no formal and primary education respectively. On the other hand 50% officials had a diploma and 50% officials had degrees. From the results it can be inferred that majority of the respondents had a minimum requirement for education attainment. Figure 4.1 shows the results

![Figure 4.1: Respondents’ Education Level](image)

**Source:** Survey Data, 2017

**According to a study carried by Wamalwa (2010) the** common level of schooling of an character is expected to persuade the involvement of the community and the quantity
to which people are able to be included inside the task cycle in addition to within the tracking of the usage of funds.

### 4.3.4 Respondents’ Experience

Section A of the official questionnaire, sought information on officials’ working experience. Table 4.4 illustrates the responses.

**Table 4.4: Respondents’ Experience**

<table>
<thead>
<tr>
<th>Experience Level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>below 5 years</td>
<td>21</td>
<td>13.1</td>
<td>13.1</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>56</td>
<td>35.0</td>
<td>48.1</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>70</td>
<td>43.8</td>
<td>91.9</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>13</td>
<td>8.1</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>160</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Survey Data, 2017*

Table 4.4 indicates that, (13.1%) of the officials had an experience of less than 5 years, (35.0%) official had 6 – 10 years’ experience, (43.8%) had 11 – 15 years while (8.1%) had 16 – 20 years’ experience. These findings show that the officials were experienced to discharge their duties in relation to formulation and implantation of policies.

### 4.4 Descriptive Statistics

#### 4.4.1 Distribution of Resources Policies

The first research objective sought to examine how distribution of resources policies influences the performance of women empowerment projects in Dagoretti area, Nairobi.
County, Nairobi. The respondents were given a list of statements on a five-point likert scale to indicate their extent to which they concur. This is shown in Table 4.5.

**Table 4.5: Distribution of Resources Policies**

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource constraints can cause an organization to operate more efficiently on project performance</td>
<td>3.53</td>
<td>0.960</td>
</tr>
<tr>
<td>Availability of resource enables women groups become more innovative, creative and resourceful towards project performance</td>
<td>2.03</td>
<td>0.577</td>
</tr>
<tr>
<td>The appropriate allocation of resources attempts to ensure that delays in the completion of tasks will be avoided</td>
<td>3.83</td>
<td>1.217</td>
</tr>
<tr>
<td>Distribution of resources on time ensures that the project is completed on time and within the budget.</td>
<td>2.43</td>
<td>0.984</td>
</tr>
<tr>
<td>Project funding policy has an effect on project staff relations – adequacy and timeliness of remuneration</td>
<td>3.43</td>
<td>1.107</td>
</tr>
<tr>
<td>Project funding policy influences sponsor evaluation and estimation of the return on investment</td>
<td>2.58</td>
<td>1.318</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td><strong>2.97</strong></td>
<td><strong>1.027</strong></td>
</tr>
</tbody>
</table>

*Key: M – Mean; SD – Standard Deviation*

*Source: Survey Data (2017)*

Table 4.5 shows that majority of the respondents strongly agreed at the statements that an appropriate allocation of resources tries to make sure that delays inside the of completion of duties might be averted (M=3.83, SD=1.217) and Resource constraints can cause an organization to operate more efficiently on project performance (M=3.53, SD=0.96). These were followed by the statements that project funding policy has an effect on project staff relations – adequacy and timeliness of remuneration (M=3.43, SD=1.107), project funding policy influences sponsor evaluation and estimation of the return on investment (M=2.58, SD=1.318), distribution of resources on time ensures that the project is completed on time and within the budget (M=2.43, SD=0.984) and availability
of resource enables women groups become more innovative, creative and resourceful towards project performance (M=2.03, SD=0.577).

These findings are in agreement with the findings of Maathai (2009) who observe that sentiments that Kenya has suffered from unjust allocations and distributional irregularities and government ought to involve itself more. This finding shows that clear cut policy on equitable distribution of resource may be lacking. This may lead to favoritism making certain women groups to be disadvantaged.

Ndambuki (2010) studies argue that non-governmental organizations are found in all counties of Kenya. However, counties and areas with better infrastructure tend to attract more of them. This is quite unfortunate because areas without better infrastructure are often marginalized and this is where majority of the needy population is. This case scenario can be seen in parts of Dagoretti that are far flung like Kawangware and Ngando.

This is echoed by Maathai (2009) sentiments that Kenya has suffered from unjust allocations and distributional irregularities.

4.4.2 Decision Making Policies

The second research objective sought to examine how decision making policies influences the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi. The respondents were given a list of statements on a five-point likert scale to indicate their extent to which they concur. This is shown in Table 4.6.
Table 4.6: Decision Making Policies

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision making structures enhance project performance</td>
<td>3.70</td>
<td>1.114</td>
</tr>
<tr>
<td>Through decision making, there is transparency on project activities</td>
<td>3.43</td>
<td>0.903</td>
</tr>
<tr>
<td>Decision making process allows stakeholder integration towards project performance</td>
<td>3.60</td>
<td>0.955</td>
</tr>
<tr>
<td>Decision making brings consensus building among project members</td>
<td>3.80</td>
<td>0.853</td>
</tr>
<tr>
<td>Decision making establishes the project boundaries, scope and deliverables</td>
<td>3.93</td>
<td>0.694</td>
</tr>
<tr>
<td>Decision making provides a tracking mechanism against a established baseline</td>
<td>4.01</td>
<td>0.548</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td><strong>3.75</strong></td>
<td><strong>0.84</strong></td>
</tr>
</tbody>
</table>

*Key: M – Mean; SD – Standard Deviation*

*Source: Survey Data (2017)*

Table 4.6 shows majority of the respondents strongly agreed that Decision making provides a tracking mechanism against an established baseline (M=4.01, SD=0.548) and decision making establishes the project boundaries, scope and deliverables (M=3.93, SD=0.694). These were followed by the statements that decision making brings consensus building among project members (M=3.80, SD=0.853), decision making structures enhance project performance (M=3.70, SD=1.114), decision making process allows stakeholder integration towards project performance (M=3.60, SD=0.955) and through decision making, there is transparency on project activities (M=3.43, SD=0.903). These findings are consistent with EC (2000) report that women being part of the vulnerable groups are minimally represented occasioning a low performance of women empowerment. The low level of participation by women in decision making inevitably leads to biases in the priorities and policies pursued by development organizations. Comparable views are shared in a take a look at on Malawi social action fund mission by
means of Dulani (2003) which argues that the level of participation in selection making by using girls changed into confined to women being informed on what had already been decided with the aid of other key players which implied passive collaborating through session. This implies a few unwell reason towards the realization of full women participation and empowerment where their presence is ordinarily passive and in most cases virtual, for this reason their input is regularly omitted.

4.4.3 Monitoring and Evaluation Policies

The third research objective sought to examine how monitoring and evaluation policies influence the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi. The respondents were given a list of statements on a five-point likert scale to indicate their extent to which they concur. This is shown in Table 4.7.

Table 4.7: Monitoring and Evaluation Policies

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarifies program objectives</td>
<td>1.83</td>
<td>0.903</td>
</tr>
<tr>
<td>Links activities and their resources to objectives</td>
<td>4.10</td>
<td>0.871</td>
</tr>
<tr>
<td>Translates objectives into performance indicators and sets targets</td>
<td>4.55</td>
<td>0.714</td>
</tr>
<tr>
<td>Routinely enables collection of data on the set indicators</td>
<td>3.38</td>
<td>1.192</td>
</tr>
<tr>
<td>Compares actual results with targets of the project</td>
<td>2.70</td>
<td>1.224</td>
</tr>
<tr>
<td>Provide evidence of why targets and outcomes are or are not being achieved and addresses issues of causality</td>
<td>2.60</td>
<td>1.008</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td><strong>3.19</strong></td>
<td><strong>0.99</strong></td>
</tr>
</tbody>
</table>

**Key:** M – Mean; SD – Standard Deviation

**Source:** Survey Data (2017)

Table 4.7 shows that majority of the respondents strongly agreed that monitoring and evaluation policies translate objectives into performance indicators and sets targets (M=4.55, SD=0.714) and links activities and their resources to objectives (M=4.10,
These were followed by the statements that it routinely enables collection of data on the set indicators (M=3.38, SD=1.192), compares actual results with targets of the project (M=2.70, SD=1.224), provide evidence of why targets and outcomes are or are not being achieved and addresses issues of causality (M=2.60, SD=1.008) and clarifies program objectives (M=1.83, SD=0.903).

These findings agree with the findings of Ogolla (2010) who in a study to determine effective monitoring and evaluation of government funded water projects in Kenya cited that monitoring and evaluation of projects in Kenya is very critical because lot of government resources are provided to organizations to implement various projects. Not most effective does pleasant practices require that tasks are monitored for control but additionally project stakeholders require transparency, responsibility for aid use and impact, good task overall performance and organizational gaining knowledge of to benefit future initiatives.

However, as Mugambi (2005) concludes in the study on Challenges of Project Implementation of Community based Goat breeding Projects in Meru most of these projects experience performance challenges in terms of completion thereby leading to confusion and uncertainty in implementation of project activities due to ineffective monitoring and evaluation. Similar sentiments were made by Ndambuki (2010) studies where non-governmental organizations were found in all counties of Kenya. However, counties and areas with better infrastructure according to the study tended to attract more of them. This is quite unfortunate because areas without better infrastructure are often marginalized and this is where majority of the needy population is.
4.4.4 Leadership and Coordination Policies

The fourth research objective sought to examine how leadership and coordination policies influence the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi. The respondents were given a list of statements on a five-point likert scale to indicate their extent to which they concur. This is shown in Table 4.8.

Table 4.8: Leadership and Coordination Policies

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership and coordination enhances planning of project activities</td>
<td>3.28</td>
<td>0.716</td>
</tr>
<tr>
<td>towards project performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>the direct linkage between management and accept as true with allows</td>
<td>1.95</td>
<td>0.904</td>
</tr>
<tr>
<td>initiatives to benefit from the full commitment and skills of the crew</td>
<td></td>
<td></td>
</tr>
<tr>
<td>individuals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management creates an surroundings where crew members reap collectively</td>
<td>3.83</td>
<td>0.712</td>
</tr>
<tr>
<td>to outperform different teams and to outperform expectations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership can help a business maintain singular focus on its project</td>
<td>3.50</td>
<td>1.109</td>
</tr>
<tr>
<td>operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership and coordination ensures controlling of project activities</td>
<td>1.85</td>
<td>0.949</td>
</tr>
<tr>
<td>towards project performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td><strong>2.88</strong></td>
<td><strong>0.88</strong></td>
</tr>
</tbody>
</table>

Key: M – Mean; SD – Standard Deviation

Source: Survey Data (2017)

Table 4.8 shows that majority of the respondents Management creates an surroundings where crew members reap collectively to outperform different teams and to outperform expectations (M=3.83, SD=0.712) and leadership can help a business maintain singular focus on its project operations (M=3.50, SD=1.109). These were followed by the statements that leadership and coordination enhances planning of project activities towards project performance (M=3.28, SD=0.716), The direct linkage between leadership and trust enables projects to benefit from the full commitment and abilities of the team.
members (M=1.95, SD=0.904) and Leadership and coordination ensures controlling of project activities on project performance (M=1.85, SD=0.949).

These findings concur with the findings of Gutwa, Oino, Auya, and Luvega (2010) who on their study on Women Groups as pathway to rural development in Nyamusi Division, Nyamira County, Kenya indicate that poor and weak leadership is one of the challenges facing women groups in the Division as reported by 21% of the respondents. The study found that a few powerful community members can take advantage of the poor and weak leadership structures. In the same study 13% of the respondents attributed lack of government support as one of the problems affecting women groups, the study found that, despite the government’s effort on ensuring funds for women initiatives are available, through institutions like Women Enterprise Fund and Uwezo Fund to empower women economically throughout the country, the uptake is still low. This is because, women groups lack recognition by the government particularly for those groups that are not formally registered by the relevant government bodies.

4.4.5 Project Performance

Table 4.9: Project Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the projects have been delivered on time</td>
<td>3.78</td>
<td>0.891</td>
</tr>
<tr>
<td>All the projects have been delivered within the budget</td>
<td>2.63</td>
<td>1.295</td>
</tr>
<tr>
<td>All the projects have been delivered within the specified requirements</td>
<td>4.00</td>
<td>0.934</td>
</tr>
</tbody>
</table>

Key: M – Mean; SD – Standard Deviation

Source: Survey Data (2017)

Table shows that majority of the respondents strongly agreed that all the projects have been delivered within the specified requirements (M=4.00, SD=0.934). This was
followed by all the projects have been delivered on time (M=3.78, SD=0.891) and all the projects have been delivered within the budget (M=2.63, SD=1.295). White (2011) observe that there is only a 65% chance that a project will meet the project participants’ expectations, while Burke (2013) states that simply 18% of initiatives are completed within budget, 50% of them handed the planned costs, even as 30% of the projects are so high-priced that they may be cancelled before finishing touch. Tushman and Katz (2010) assert that projects regularly encompass go-functional or inter-organizational groups. Challenge groups are not commonly natural teams and every now and then do no longer even are living in the equal geographic area. Unique delivery methods and verbal exchange devices need to be applied to conquer this challenge.

4.5 Regression Analysis

Regression analysis was used to model, discover the relationships between the independent variables (distribution of resources policies, decision making policies, monitoring and evaluation policies and leadership and coordination policies) and dependent variable (project performance).

Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>St. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.548</td>
<td>0.71</td>
<td>0.8004</td>
<td>0.2134</td>
</tr>
</tbody>
</table>

Source: Survey Data (2017)

The four independent variables that were studied, explain 80.04% of the project performance as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 19.96% of the project performance.
Therefore, further research should be conducted to investigate the other factors that contribute to 19.96%.

Table 4.11: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>4.214</td>
<td>4</td>
<td>4.917</td>
<td>19.01</td>
<td>0.003</td>
</tr>
<tr>
<td>Residual</td>
<td>7.571</td>
<td>156</td>
<td>3.010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>11.785</td>
<td>160</td>
<td>7.927</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2017)

The significance value is 0.003 which is less than 0.05, thus the model is statistically significant in predicting how the independent variables influenced the dependent variable. The F calculated at 5% level of significance was 19.01. Since F calculated is greater than the F critical (p value = 7.927), this shows that the overall model was significant.

Table 4.12: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Distribution of Resources Policies</td>
<td>0.499</td>
<td>0.645</td>
<td>3.231</td>
<td>0.031</td>
</tr>
<tr>
<td>Decision Making Policies</td>
<td>0.613</td>
<td>0.082</td>
<td>0.135</td>
<td>3.321</td>
</tr>
<tr>
<td>Policies</td>
<td>0.841</td>
<td>0.214</td>
<td>0.051</td>
<td>2.438</td>
</tr>
<tr>
<td>Monitoring and Evaluation Policies</td>
<td>0.574</td>
<td>0.234</td>
<td>0.001</td>
<td>4.475</td>
</tr>
<tr>
<td>Leadership and Coordination Policies</td>
<td>0.783</td>
<td>0.542</td>
<td>0.013</td>
<td>1.532</td>
</tr>
</tbody>
</table>

Source: Survey Data (2017)

As per the SPSS generated table above, the equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \) becomes: \( Y = 0.499 + 0.613 X_1 + 0.841 X_2 + 0.574 X_3 + 0.783 X_4 \)
Where $Y = \text{Project performance}$

$X_1 = \text{Distribution of Resources Policies}$

$X_2 = \text{Decision Making Policies}$

$X_3 = \text{Monitoring and Evaluation Policies}$

$X_4 = \text{Leadership and Coordination Policies}$

According to the regression equation established, taking all the independent variables into constant at zero, project performance will be 49.9%. The data findings analyzed also showed that all the independent variables had a positive and significant effect on the project performance as indicated by t-values. The relationships ($p < 0.05$) are all significant with distribution of resources policies ($t=3.321, p< 0.05$), decision making policies ($t=2.438, p< 0.05$), monitoring and evaluation policies ($4.475, p< 0.05$) and leadership and coordination policies ($t= 1.532, p< 0.05$). Decision making policies was found to be the most (84.1%) significant among the four variables, followed by leadership and coordination policies (78.3%), distribution of resources policies (61.3%) and lastly, monitoring and evaluation policies (57.4%).

Yang et al (2011) analyzed the various factors which are vital to the achievement of a mission most which have been focused round coping with stakeholders, assessing attributes (strength, urgency, and proximity) of stakeholders, compromising conflicts amongst stakeholders efficiently, formulating a clean statement of project missions, predicting stakeholders’ reactions for enforcing the strategies, analyzing the alternate of stakeholders’ affect and relationships for the duration of the project system and assessing stakeholders’ conduct.
Misati and Ontita, (2011) concluded in their study revitalizing transformational governance for sustainable improvement: perspectives from Kenya that residents who have been denied the proper to take part in choice making hardly ever gain self belief to reassert their right for neighborhood leadership to begin playing their rightful function inside participatory and responsible governance. Chambers (2014) contents to these saying women may gain more rights or access to resources but without active leadership and coordination elites may use secularization to marginalize groups.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary and discussions of the findings of the study, draws conclusions from the findings and gives recommendations for further studies on the purpose of the study is to investigate the influence of government and program implementation bodies policies on performance of women empowerment in Dagoretti area, Nairobi County, Kenya.

5.2 Summary

5.2.1 Distribution of Resources Policy

Findings indicated that resources were distributed fairly as shown by majority of the respondents however a few resources were poorly distributed. Subsequently the FGD established allocation vis a vis other areas or regions was no fairly done. Apparently, women groups feels that government need to do more as to improve equitable distribution of resources. Further information indicated that, majority of the women preferred economic resources as an additional resource, a few preferred consultants. From the findings it would be useful to argue that there is neglect on the part of distribution of resources. The implication of additional economic resources indicates that the existing policy on matters related to economic empowerment of women in relation to capital base and micro financing was inefficient. Resource Base Expansion policy indicated that resources remained the same as shown by majority of the officials.
5.2.2 Decision Making Policy

Findings indicated that government and implementing bodies decision making has done very little to empower women as indicated by majority of the respondents. It was revealed that women were not involved in decision making involving their projects at the local, county or national level as indicated by a majority of the women who said they were involved very little and a few were involved little. Therefore issues related to distribution of resources and other aspects were sidelined from women.

5.2.3 Monitoring and Evaluation Policy

Findings indicated that majority of the groups did their own monitoring and evaluation others groups were monitored by NGO and in addition the groups were monitored by government though on a small scale. This implies that monitoring policies are weak as such women group empowerment is likely to be impacted. This case scenario can be seen in parts of Dagoretti that are far flung like Kawangware and Ngando. Frequency of M&E indicated majority of the women groups were either monitored once a month or was never done. A few women reported that monitoring was done thrice a month. Of critical concern was the respondents’ assertion that monitoring was done before and after project. It can be deduced from the finding that there was no clear cut policy by the government and implementing bodies on matters pertaining to M & E of projects given the varied responses that indicated varying degrees as to when M & E was carried out.

5.2.4 Leadership and Coordination Policy

Findings indicated that there were few offices for leadership and coordination. This shows that coordinating activities related to women groups may be a challenge. Majority
of women strongly disagreed that projects were well coordinated while a few disagreed that project were well coordinated.

5.3 Conclusions

Based on the findings of the study the study concludes that; resources were distributed within Dagoretti though they did not commensurate to what other women groups nationally were getting therefore raising issues of inequitable access to resources.

On decision making policy the study conclude that women participation in decision making regarding their projects was weak. Many times they were involved at penultimate stages after everything have been done.

On monitoring and evaluation policy, the study concludes that government agencies Monitoring and Evaluation mechanisms were weak. Many projects were neither monitored or evaluated making them not live to their expectation. Members relied on informal technical knowhow to carry out monitoring and evaluation.

On leadership and coordination policies, the study concludes that there was inadequate coordination within Dagoretti as a result of few offices. Members did not easily access to leadership structures.

5.4 Recommendation

On distribution of resources policy, the study recommends that NGOs should implement a useful resource control solution due to the fact the proper aid management answer will help remove common troubles associated with negative useful resource planning, consisting of a lack of visibility of who's doing what, a lack of know-how of the talent to
be had within the organisation, several resourcing conflicts, expanded task danger, or an
below or over utilization of workers.

On decision making policy, the study recommends that the government should do feasibility studies and needs assessment so as to understand the women groups needs before disbursing resources. Managers should constantly evaluate alternatives and make decisions regarding a wide range of matters.

On monitoring and evaluation policy, NGOs should conduct seminars and workshops to for members to be oriented to the best M&E practices. This will enable self-evaluation by individual groups. Besides M&E should be digitalized so that members only feeds in progress to be assessed by officials.

On leadership and coordination policy, NGOs should establish satellite offices to ease coordination. Establish direct linkage between management and consider permitting initiatives to enjoy the full dedication and capabilities of the team contributors.

5.5 Suggestions for further Research

During the research it was noted that, few studies exists that attempt to address the influence of government and program implementation bodies policies on performance of women empowerment in Dagoretti area, Nairobi County, Kenya. In view of this the following are recommended for further research. Inquiry should be done to establish effectiveness of women groups in alleviating poverty. Inquiry should be made on the same topic but attention should be focused to youth. An investigation should be on factors hindering men to develop similar programmes.
REFERENCES


Wamalwa, A. C. (2010). Women’s participation in devolved funds; a case study of Kanduyi constituency development fund, Bungoma County in Kenya. MPhil .university of Nairobi


Appendix 1: Letter of Introduction

Dear Respondent,

I am Njoki Kibe student of Kenyatta University. I am pursuing a Masters of Business Administration in Project Management.

In carrying out my study, am required to do a research that will entail collecting data from respondents related to the topic.

In light of the above, I have identified you as one of my respondents in the study. Kindly fill the questionnaire attached to this request.

All information given will be held with confidentiality and regulations governing research which I have duly signed.

Regards

Yours

NjokiKibe

D53/CTY/PT/29174/2014

0722410738
Appendix II: Focus Group Discussion Guide for Women

This is a study intended to establish the influence of Government and program implementation bodies’ policies on performance of women empowerment projects in Dagoretti area Nairobi county Kenya.

A. Background Information

1. State Your age _____________________________________________________________

2. What is your Relationship with HH head
   a. Household head ( )
   b. Spouse ( )
   c. Brother/Sister ( )
   d. Own child ( )
   e. In laws ( )
   f. Grandsons ( )
   g. Helper( )

3. Marital Status
   a. Single ( )
   b. Married ( )

4. Education Level
   a. No formal education ( )
   b. Primary ( )
   c. Secondary ( )
   d. Diploma( )
   e. University( )
   f. Others (Specify ______)

5. What project or projects is your Women group running in Dagoretti?

6. What does this project or projects aim to achieve?

7. How long have you been a member of this group?
   5-6 years ( ) 7-8 years ( )
9-10 years ( ) Over 10 years ( )

8. Which position do you occupy in this group

9. Rate your involvement in the running of the project?
   Very active ( ) Active ( ) Neutral ( ) Passive ( ) very Passive ( )

B. Distribution of Resources

10. Describe the nature of distribution of resources in this region by the government?
    Very fair ( ) fair ( ) neutral ( ) poor ( ) very poor ( )

11. Would you say allocation of resources has been fairly done?
    Yes ( ) I don’t know ( ) no ( )

12. Which additional resources would you say is required to empower the project?
    Economic Resource ( ) Consultants ( ) Specify others____________________

C. Decision Making Policies

13. Rate how government and implementing bodies’ decisions have led to empowerment of your women group?
    Very much ( ) much ( ) neutral ( ) little ( ) very little ( )

14. As a member or official explain your involvement in decision making pertaining to this women group activities
    Very much ( ) much ( ) neutral ( ) little ( ) very little ( )

15. If no how has this impacted on the performance of the group?

D. Monitoring and Evaluation

16. Who monitors the project?

17. How many times is the monitoring done and in what ways is monitoring carried out?
   Once a month ( ) twice a month ( ) thrice a month ( ) before and after project ( ) never ( )

18. Which members of the group are involved during monitoring?
   Chair persons ( ) Members ( )

19. Rate the success of government agencies in carrying out a systematic M & E process?
Very successful () Not very successful () Not successful at all () Successful ()

20. Does the government have the capacity to do M & E effectively?
Yes () not at all () I don’t know ()

21. Identify the most common monitoring and evaluation tool
   Inspection () progress report ()

E. Leadership and Coordination

22. Do you think that the project implementing managers are accountable for the project? If no explain.

23. Are there offices within Dagoretti to facilitate coordination activities
   Very few () few () neutral () many () very many

24. If very few explain how coordination is carried out

25. Do you agree that project activities have been coordinated well at all stages starting from proposal to implementation and completion
   Strongly Agree () Agree () neutral () Disagree () Strongly Disagree

F. Performance of Women Empowerment Project

26. State whether the project has been successful or unsuccessful in achieving its goals.
   Very successful () Not very successful ()
   Not successful at all () Successful ()

Policies

<table>
<thead>
<tr>
<th>Policies</th>
<th>Very Great</th>
<th>Great</th>
<th>Neutral</th>
<th>Little</th>
<th>Very little</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource distribution</td>
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<tr>
<td>Decision making</td>
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<td>Monitoring and evaluation</td>
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<td>Leadership and coordination</td>
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</table>

1. Rate the influence of the following on project performance.

Thank you
Appendix III: Questionnaire for County Officers
The questions are to be answered in your role as an employee in your organization

I hope you are able to answer the following questions

SECTION A: RESPONDENTS’ BIO DATA

1. Gender  Male [ ]  Female [ ]
2. Age 19 –24 yrs [ ] 25 –30 yrs [ ] 31 –36 yrs [ ] 37 – 42 yrs [ ] above 42 yrs [ ]
3. Highest level of education

   Primary [ ]  Secondary [ ]  College [ ]  University [ ] others specify____________

4. Working experience

   Below 5 yrs [ ] 6-10 yrs [ ] 11-15 yrs [ ] 16-20 yrs [ ] Above 21 yrs [ ]

SECTION B: DISTRIBUTION OF RESOURCES POLICIES

The statements below relate to influence of distribution of resources policies on performance of women empowerment projects. Supplied also are five options corresponding to these statements:

Key: Strongly agree (SA)=5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (SD)=1.

<table>
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<tr>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
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<tbody>
<tr>
<td>Resource constraints can cause an organization to operate more efficiently on project performance</td>
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<td>Availability of resource enables women groups become more innovative, creative and resourceful towards project performance</td>
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<tr>
<td>The appropriate allocation of resources attempts to ensure that delays in the completion of tasks will be avoided.</td>
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<td>Distribution of resources on time ensures that the project is completed</td>
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on time and within the budget.

Project funding has an effect on project staff relations – adequacy and timeliness of remuneration

Project funding influences sponsor evaluation and estimation of the return on investment

## SECTION C: DECISION MAKING

The statements below relate to influence of decision making on performance of women empowerment projects. Supplied also are five options corresponding to these statements:

*Key:* Strongly agree (SA)=5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (SD)=1.

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<tbody>
<tr>
<td>Decision making structures enhance project performance</td>
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<td>Through decision making, there is transparency on project activities</td>
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<td>Decision making process allows stakeholder integration towards project performance</td>
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<td>decision making brings consensus building among project members</td>
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<td>Decision making establishes the project boundaries, scope and deliverables</td>
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<tr>
<td>Decision making provides a tracking mechanism against an established baseline</td>
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SECTION D: LEADERSHIP AND COORDINATION

The statements below relate to influence of leadership and coordination on performance of women empowerment projects. Supplied also are five options corresponding to these statements:

*Key:* Strongly agree (SA)=5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (SD)=1.

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<tr>
<td>Leadership and coordination enhances planning of project activities</td>
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<td>towards project performance</td>
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<td>The direct linkage between leadership and trust enables projects to</td>
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<td>benefit from the full commitment and abilities of the team members.</td>
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<td>Leadership creates an environment where team members achieve</td>
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<td>together to outperform other teams and to outperform expectations</td>
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<td>Leadership can help a business maintain singular focus on its project</td>
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<td>operations</td>
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<tr>
<td>Leadership and coordination ensures controlling of project activities</td>
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<td>on project performance</td>
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SECTION D: MONITORING AND EVALUATION

The statements below relate to influence of monitoring and evaluation on performance of women empowerment projects. Supplied also are five options corresponding to these statements:

*Key:* Strongly agree (SA)=5, Agree (A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly Disagree (SD)=1.
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<tr>
<td>Clarifies program objectives</td>
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<td>Links activities and their resources to objectives</td>
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<td>Translates objectives into performance indicators and sets targets</td>
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<td>Routinely collects data on these indicators</td>
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<td>Compares actual results with targets of the project</td>
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<td>Provide evidence of why targets and outcomes are or are not being</td>
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<td>achieved and addresses issues of causality</td>
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**Section E: Project Performance**

The following are the key pillars of project performance. Indicate the extent to which your group has realized each of them.

*Key:* Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

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<tr>
<td>All the projects have been delivered on time</td>
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<td>All the projects have been delivered within the budget</td>
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<td>All the projects have been delivered within the specified requirements</td>
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Thank you

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Appendix IV: Map of Study Area

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<tr>
<th>Period</th>
<th>Major Driver</th>
<th>Scope of Monitoring and Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980-2000</td>
<td>Various projects, programmes, eg. DFRD 1983</td>
<td>Ad Hoc M&amp;E</td>
</tr>
<tr>
<td>2004</td>
<td>Improved transparency through the Public Expenditure Management Reforms</td>
<td>Introduction of reforms to improve accountability in the Budget</td>
</tr>
<tr>
<td>2006-2008</td>
<td>Results for Kenya Programme</td>
<td>Introduction of RBM culture and Performance Contracting in the Cabinet Office</td>
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<td>Establishment of National Integrated Monitoring and Evaluation System (NIMES)</td>
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<td>Creation of Lead Agency: Monitoring and Evaluation</td>
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<td>Directorate (MED), in Ministry of Planning and National Development.</td>
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<tr>
<td>2006</td>
<td>Ongoing emphasis on Results</td>
<td>Continued emphasis on a result-oriented government</td>
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<td>--------------------------</td>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2010 2010 Kenya’s New Constitution</td>
<td>Constitutional demand for capable, accountable and transparent public institutions</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Republic of Kenya (2012)*