INFLUENCE OF RESOURCE MOBILIZATION ON SUSTAINABILITY OF
WOMEN GROUP PROJECTS IN VIHIGA COUNTY, KENYA.

ODENYO COLLINS

REG.NO. D53/CE/26134/2014

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

JULY, 2018.
DECLARATION

This research project is my original work and to the best of my knowledge it has never been presented for a degree in any other university or any other award.

Signature............................................                                     Date..........................................

Odeny Collins

D53/CE/26134/2014

I confirm that the work reported in this research project has been carried out by the candidate under my supervision.

Signature............................................                                     Date..........................................

Dr. Rosemary James

Department of Management Science

Kenyatta University
DEDICATION

To my father, Mr. Fredrick Bwana Okusi and my mother, Mrs Jephrice Martha Okusi who have inspired me to continue with my studies since I started in the year 2015.
ACKNOWLEDGEMENT
I first give thanks to God for giving me strength, guidance and grace during my post graduate studies. I also thank my family members who kept on encouraging me throughout my study period. Furthermore I wish to acknowledge all my post graduate lecturers of Kenyatta University, in my area of specialization; Project Management. Last but not least my very devoted supervisor Dr. Rosemary James for her guidance throughout the research process.
<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>iv</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>v</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>viii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>ix</td>
</tr>
<tr>
<td>ABBREVIATION AND ACRONYMS</td>
<td>x</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>xii</td>
</tr>
<tr>
<td>CHAPTER ONE: INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.1.1 Project Sustainability</td>
<td>4</td>
</tr>
<tr>
<td>1.1.2 Resource mobilization</td>
<td>6</td>
</tr>
<tr>
<td>1.1.2 Women Group Projects in Vihiga County</td>
<td>10</td>
</tr>
<tr>
<td>1.2 Statement of the Problem</td>
<td>11</td>
</tr>
<tr>
<td>1.3 Objectives of the Study</td>
<td>12</td>
</tr>
<tr>
<td>1.3.1. General Objective</td>
<td>12</td>
</tr>
<tr>
<td>1.3.2. Specific Objectives</td>
<td>12</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>13</td>
</tr>
<tr>
<td>1.5. Significance of the Study</td>
<td>13</td>
</tr>
<tr>
<td>1.6 Scope of the study</td>
<td>14</td>
</tr>
<tr>
<td>1.7 Limitations of the Study</td>
<td>14</td>
</tr>
<tr>
<td>1.8 Assumptions of the study</td>
<td>14</td>
</tr>
<tr>
<td>1.9 Organization of the study</td>
<td>15</td>
</tr>
<tr>
<td>CHAPTER TWO: LITERATURE REVIEW</td>
<td>16</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>16</td>
</tr>
<tr>
<td>2.2 Theoretical Review</td>
<td>16</td>
</tr>
<tr>
<td>2.2.1 Theory of Change</td>
<td>16</td>
</tr>
<tr>
<td>2.2.2 Resource Mobilization Theory</td>
<td>17</td>
</tr>
<tr>
<td>2.2.3 Freirean Theory of Dialogue and Society</td>
<td>18</td>
</tr>
<tr>
<td>2.2.4 Theory of Sustainability</td>
<td>19</td>
</tr>
<tr>
<td>2.3 Empirical Review</td>
<td>20</td>
</tr>
<tr>
<td>2.3.1 Acquisition of financial resources and Project sustainability</td>
<td>20</td>
</tr>
</tbody>
</table>
2.3.2 Mapping Human Resources and Project Sustainability ........................................ 20
2.3.3 Acquisition Physical Resources and Project Sustainability .................................. 21
2.3.4 Community Participation and Project Sustainability ........................................... 22
2.4. Summary of Literature Review and Research Gaps ............................................ 23

CHAPTER THREE: RESEARCH METHODOLOGY ....................................................... 25
3.1 Introduction ........................................................................................................... 25
3.2 Research Design .................................................................................................. 25
3.3 Target Population ............................................................................................... 26
3.4 Sampling Design ............................................................................................... 26
3.5 Data Collection Instruments .............................................................................. 27
3.6 Validity ................................................................................................................ 28
3.7 Reliability ............................................................................................................ 28
3.8 Data Analysis and Presentation ........................................................................... 29
3.9 Ethical Considerations ....................................................................................... 30

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS ................................. 31
4.1 Introduction .......................................................................................................... 31
4.2 Response Rate ..................................................................................................... 31
4.3 Demographic Characteristics of Respondents .................................................... 31
  4.3.1 Distribution of Respondents by Age ............................................................... 32
  4.3.2 Respondents level of education ................................................................. 33
  4.3.3 Respondents Position in the Women Group Project .................................. 33
  4.3.4 Number of members in the women group projects .................................... 34
  4.3.5 Number of years the project has existed ..................................................... 34
4.4 Descriptive Statistics ......................................................................................... 35
  4.4.1 Financial Resources and Project Sustainability ......................................... 35
  4.4.2 Human Resource Mapping and Project Sustainability ............................ 37
  4.4.3 Acquisition of Physical Resources and Project Sustainability ................. 39
  4.4.4 Community Participation ............................................................................ 41
4.5 Inferential Statistics .......................................................................................... 43
  4.5.1 Correlations .................................................................................................. 43
  4.5.2 Regression Analysis ..................................................................................... 44

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS ........... 47
5.1. Introduction ........................................................................................................ 47
5.2 Summary ...........................................................................................................................................47
5.3 Conclusions from the study ..............................................................................................................49
5.4 Recommendations of the study .........................................................................................................50
5.5. Suggestion for Further Research ....................................................................................................52

REFERENCES.............................................................................................................................................53

APPENDICES...........................................................................................................................................57

APPENDIX I: LETTER OF TRANSMITTAL FOR DATA COLLECTION ...............................................57
APPENDIX II: QUESTIONNAIRE ...............................................................................................................58
APPENDIX III: APPROVAL OF RESEARCH PROJECT PROPOSAL ..................................................67
APPENDIX IV: RESEARCH AUTHORIZATION .......................................................................................68
APPENDIX V: PERMIT LETTER FROM NACOSTI ..................................................................................69
APPENDIX VI: COUNTY DIRECTOR OF EDUCATION PERMIT ........................................................71
APPENDIX VII: COUNTY COMMISSIONER PERMIT ...........................................................................72
LIST OF TABLES

Table 3.1: Target Population ................................................................. 26
Table 3.2: Sample size ........................................................................ 27
Table 4.1: Distribution of respondents by age .................................... 32
Table 4.2: Mean of Age Distribution ................................................... 32
Table 4.3: Respondents level of Education ......................................... 33
Table 4.4: Position in women group project ....................................... 33
Table 4.5: Number of members in women group project ..................... 34
Table 4.6: Number of years the project has existed ......................... 35
Table 4.7: Financial resources required to run the project ............... 35
Table 4.8: Acquisition of financial resources ....................................... 36
Table 4.9: Human Resource mobilization on sustainability of projects .. 38
Table 4.10: Acquisition of physical resources ...................................... 39
Table 4.11: Acquisition of physical resources on sustainability of projects 40
Table 4.12: Community Participation .................................................. 41
Table 4.13: Community Participation on sustainability of projects ........ 42
Table 4.14: Correlations ..................................................................... 43
Table 4.15: Model Summary ................................................................. 45
Table 4.16: Analysis of Variance ......................................................... 46
Table 4.17: Regression Coefficients ..................................................... 47
LIST OF FIGURES

Figure 2.1: Conceptual Framework ................................................................. 30
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AWDF</td>
<td>African Women Development Fund</td>
</tr>
<tr>
<td>CAP</td>
<td>Community Action Plan</td>
</tr>
<tr>
<td>CDSD</td>
<td>County Director for Social Development</td>
</tr>
<tr>
<td>ELSP</td>
<td>Emuhaya -Luanda Strategic Plan</td>
</tr>
<tr>
<td>EPAG</td>
<td>Empowerment of adolescent Girls and Young Women Project</td>
</tr>
<tr>
<td>KWFT</td>
<td>Kenya Women Finance Trust</td>
</tr>
<tr>
<td>KWH</td>
<td>Kenya Women Holding</td>
</tr>
<tr>
<td>LASP</td>
<td>Legal Assistance Schemes Partnerships</td>
</tr>
<tr>
<td>LBSR</td>
<td>LASPS- Baseline Survey Report</td>
</tr>
<tr>
<td>MDG</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>RM</td>
<td>Resource Mobilization</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SMOs</td>
<td>Social Movement Organizations</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programs</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>VCIDP</td>
<td>Vihiga County first Integrated Development Plan</td>
</tr>
<tr>
<td>WEF</td>
<td>Women Enterprise Fund</td>
</tr>
<tr>
<td>YEDF</td>
<td>Youth Enterprise Development Funds</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Community involvement  The act of involving in negotiation and coactions with members of the community with an objective of advocating and strengthening early and meaningful community participation.

Financial Resources  Assets in form of monetary value usually present in an organization and used in running relevant activities an organization.

Human resources  They are the skills, capacities, knowledge, training, work experiences, sound judgement, wisdom, abilities and talents individuals in an organization posses either individually or also collectively.

Physical Resources  These are palpable items that an organization needs in order to operate normally. They normally take space, have use in the organizations operations and have value.

Resource mobilization  Involves all that has to be done in order to get in possession of recently discovered resources and also increasing the amounts of organization resources by using the available ones in a better way.

Sustainability  The ability of a project to continue with its operations and its benefit for all its projected lifetime.

Women group  Women that have come together, meet regularly through planed meetings and have common goals and objectives which they intent to achieve through various projects that they carry out.
ABSTRACT

Sustainability of a project is a great challenge in most developing countries including Kenya. Evidently, it is sustainability that differentiates between women group projects that have succeeded and ones that have failed. Women group projects need resources to enable them continue to provide the services to members and also the community at large. Women groups have for long time relied on the donor funding in order to support their project activities through donations and grants. However, this funding is at times not enough to cater for the project operations and project implementation and later the sustainability of these projects. Most of the projects initiated by women groups in Vihiga County have become unsustainable especially when the donors exit. This study sought to bring out the influence of resource mobilization on sustainability of women group projects in Vihiga County, Kenya. The specific objectives were: to determine the effect of acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation on sustainability of women group projects in Vihiga County. Descriptive and explanatory research designs were used in this study. The target population was 491 women group projects in Vihiga County. The respondents of this study comprised women group’s officials and project committee members of women group development projects in Vihiga County. Stratified random sampling of projects and projects committee members was done to obtain a sample size of 97 projects. Questionnaires were used in data collection processes. The data collected was analyzed using both descriptive and inferential statistics. The variables namely acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation were regressed and the study findings showed that all independent variable significantly and positively influenced the sustainability of women group projects in Vihiga County, Kenya. The study recommends that Women groups should be trained on resource mobilization tips including the diverse methods for acquiring financial resources starting with preparing for fundraising, assessing and using organizations strengths and soliciting external funding source. Human resource mapping should be conducted in women groups to reduce expenditure on external sources. Women groups should have necessary tools, office equipment and machinery to run their projects. Finally, the community should be involved by the women groups in the implementation of women group projects at all phases.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Sustainability of a project has been considered as a great challenge in most of the developing countries in the world including Kenya. Projects that are found to use more resources, both financial and non-financial in implementation have been found to be experiencing great challenges when it comes to sustainability. Notwithstanding enormous sum of money and other non-monetary resources spent on execution of projects, the returns expected from these projects are deprived due to poor sustainability of these projects. International donors among them, the World Bank, United States Agency for International Development (USAID) and other donors have been expressing concerns with the sustainability of donor funded projects. Although there is significant improvement shown by the trend with project implementation, the sustainability after implementation is somehow disappointing due to very few projects being sustained. Several factors have been identified to be liable for poor sustainability of the projects. Some of them are simple while others are a bit involving since some have been classified to be under the project management control team, while others come as foreign menace (Owino, Towet, Kirui & Luvega, 2015).

Ingle (2005), points out that for sustainability of a project to be achieved, there is a need to implement it through a strategic approach. Four main elements are incorporated by the strategic approach. Future orientation: assumes that there was changes in the coming times and there has to be a plan to maximize benefits which can result from that change: being able to recognize the state of difference of the project operating environments together with several extents which impact on project outcomes, such as politics, new technology, economics and society; environmental fit: being able to plan for a lasting adjustment
between the project and the surrounding conditions in which it operates, including project objectives, mission, structures strategies, and funds; and process orientation: being able to learn from experiences as the reality changes due to evolutions experienced in planning and management priorities.

In order to raise the standards of living of the people in the society, a lot of funds have been spent in the communities globally by the international bodies such as World Bank and United Nations through several development programs. There has been an increasing worry for the donor community especially on sustainability of the funded projects. For the years that have past, development agencies have focused mostly on the efficient aid delivery to proper training and education systems. Adhiambo (2012) points out that the shift from project mode to Sector Wide Approaches and Medium-Term Expenditure Frameworks have reflected this concern for reducing the fragmentation of development systems and changes way assistance is given out by moving the balance of power. She further points out that while funds from the donors can be used as an impermanent boost for social change, it is quiet challenging to maintain the social change. Meanwhile, the initial uptake of innovative elements of project design may be threatened by unforeseen circumstances. Limited financing periods, time conflicts that is needed in stimulating social change; and possibly effort spent on healthy interpositions are at times no more financially feasible as soon as funds from the donors are stopped.

In recognising the importance of the emerging women groups in creating a vibrant and dynamic economy for the nation, the Kenyan Government has been actively promoting women group projects towards realizing Kenya’s Vision 2030. Women groups’ main purpose is to scheme, accomplish, and supervise economic and social development programs and provide any help to women that maybe financial or technical in nature. Projects being initiated by women groups steadily increase every year in Kenya. Women groups can be self-
sponsored, NGO sponsored or Government sponsored. Their ultimate goal is to make better the standards of life within their ranks thereby making the community to give full participation from the time the project is initiated to the completion period and receive benefits. Towards realizing Kenya’s Vision 2030, the main objective of government has been to improve the lives of its citizens by decentralizing resources (funds), though this is slowly being achieved. Some women groups have properly mobilized their resources and their projects are sustainable making them achieve their long term goals while others, their projects stall, some struggle to exist and even some fail shortly they have been started. Unsustainable projects indicate wasted donor funds, failed government objective of reducing levels of poverty in the country and poor planning among the women groups.

According to Kachigwe (2015), a woman who is empowered economically has the capability of succeeding and advancing economically and has the ability to act on financially rewarding decisions. The prevention of women from economic activities and accessing to resources has lead to tremendous growth in gender inequality; making programmes which were intended to address the mess of women poverty situations being centred on providing them with means of earning livelihoods. Although in recent years a growing number of women joining the economy as businesspeople, works, civil servants and other professionals has been recorded, the economic gender gap still remains so wide meaning that there is still long way to go in addressing this problem.

Good performance on women lead projects can lead to economic empowerment on women, which occurs when women have both the ability to succeed and advance economically and the power to make and act on economic decisions. Women who are successful in their projects and have experienced economic advancement, usually require necessary skills and resources to enable them compete in markets dynamics equally and fairly have an access to economic institutions (Kachigwe, 2015).
According to Adjei (2015), poverty levels in Kenya can be reduced if women are accepted and assisted economically. United Nations Development Programs (UNDP) has attempted to impart to these efforts by training in areas such as functional business and also capacity building in accordance with Millennium Development Goal3 (MDG 3), their ultimate aim is to elevate the vulnerable social category that seems to be a turning point in sustainable development attempts. The project becomes fast-tracking and hence achievement of MDG1 and MDG7. She further points out that women being the determinants of rural economies in Kenya and Africa, they play a significant role ensuring the well beings of their families. UNDP (2015) points out that woman have also to be trained on entrepreneurship skills, literacy, marketing and production, managerial and financial skills. Women have to access training through various projects partners on how to manage their projects (Frame, 2010).

1.1.1 Project Sustainability

The sustainability concept can be viewed within time and varying political, social and economic circumstances. Williams, (2003), reveals that sustainability is manifested in the community’s ability to fit to unfamiliar circumstances and cope with change. A project which may be seen as being sustained now may tend not to be sustainable in coming years. Nevertheless, veritable resources are localized so as to develop and also maintain the women group projects although relatively not much is known concerning sustainability of these projects and what determines their success or failure (Schorr, 1997). There is no enough information and also understanding of what sustains projects making various scholars to keep on focusing on how to sustain a community based project past their initial funding position and advance their length of life in aiming at the necessary needs of the society.

Ababa (2013), points out that several projects have been being supported by the development aid to Kenya all driven towards development hence making some of the projects successful. There is however not much valid evidence on real impact of the projects financed by the
donors on the lives of poor people in Kenya. The extent of projects being able to persist even when the donor exit has been critical hindrance, while the dividends are reaped by the beneficiaries who want to appreciate their role in the ownership of the project. Visibly, there is little evidence to indicate that the success or failure of the women group projects is caused by sustainability.

Williams (2003) reveals that although material resources have been pumped to develop and also maintain community based organizations for families, children, youth and women, very little is known on how these programs are sustained and what elements lead to their failure. Normally, the community based programmes always have short life cycle once its original funding source expires. Lack of enough information on what makes community based projects and programs sustainable has lead to many researchers to focus on how the community based projects can be made sustainable and increase their life cycle past their initial funding base or even in case the donor funding stops hence addressing the community needs.

According to WECD (1987), the concept of sustainability and sustainable development first emerged in environmental consciousness in early 1960s and in identifying the link between economic development and environmental degradation and pollution. Sustainable development was used for the first time in 1980 IUCN report. Today this word is used so often in so many platforms and also in combinations such as sustainable development, sustainable economy, sustainable growth, sustainable agriculture, and sustainable industry among others. Sustainability is drawn from the word “sustain” which means to maintain; to keep from sinking; to nourish; to support.

In line with implementation of projects, project sustainability is the probability that the project will continue to nourish for long time even after the external support has been
stopped. The community in which the project exists, the project outcomes and also the external assistance must always be taken into consideration when talking of sustainability of any project. A project can be said to be sustainable if its members/ beneficiaries and community are able on their own without relying on external support from donors and other financers. Some indicators of project sustainability are the projects financial strength, recorded growth, project meeting its objectives, improvement in the standards and also profitability especially when the donors exit. Women groups receive funds from World Bank, KWFT, AWDF, KWH among others to help to elevate poverty both in urban and rural areas. The indicators of sustainability used in this study are; financial strength in the projects, recorded growth, objectives of the projects met, improved standards, and recorded profitability.

1.1.2 Resource Mobilization

Resource mobilization (RM) involves all that has to be done in order to get in possession of recently discovered resources in an organization and also increasing the amounts of organization resources by using the available ones in a better way. Batti (2014) reveals that RM is a component of great value for making an organization stronger. Regrettably competition for the resources provided by the donors is so high and the organizations ability to get possession of resources relies on the level of competition in the field on how well it is able to compete with others in the same field and also how well it can find out new source of resources in the environment. Although some organizations have been considered to be fortunate due to their ability to outsource new and additional resources to run their current operations, their future funding still faces uncertainty. Most organizations don’t know whether the donors will pull out of funding their projects and maybe project those funds to other needs that may be considered by the donors to be more pressing. There are also times
that the donors may not be able to provide resources especially when business deteriorates. The discussed scenarios bring uncertainty over funding by donors hence making it very difficult for Organizations to run or operate their projects as required.

Sera and Susan (2007), points out that if a plan or strategy for RM is developed, it can lead to creative ways in using the organizations’ own assets that are locally available in order to support the organization. Several streams of funding may increase the flexibility and independence to implement programs and reduce over dependence on donor or foreign funding. Due to rise in competition for grant resources, coming up with ways and options for other resources and mobilizing several streams of resources can help an organization run its programs without resource challenges.

Ngiri (2012) points out that resource mobilization, scheduling and optimization are considered key to successful project management hence their sustainability. Allocating resources which are limited depends on the priorities given on project activities. Their priority can be calculated using the critical path method and heuristic analysis. For a case with a constraint on the number of resources, the objective is to create the most efficient schedule possible-minimizing project duration and maximizing the use of the resources available (Meridith, Mantel, Sutton, & Shaffer, 2008).

Resources can either make or break a project; they have therefore to be used efficiently and effectively. The main reason behind this is that the resources are hard to obtain, expensive or even at times both. RM can have a major influence on project sustainability. There is ever increasing competition on the environment on which the resources are mobilized. This occurs mainly due to the rise of development actors, coupled with scarcity of resources resulting from the recent global economic crisis. RM therefore demands a mix of knowledge and also
skills since it has become an exercise with lots of challenges. RM is a fundamental component to project or programme delivery and impact.

The unpredictable continuity of project funding by the donors, makes an organization to leave a project to self existence, thereby making it uneasy to carryout and maintain its activities in order to make its services better than they were before (Batti, 2014). Over depending on one source of financing has been a major mistake that most local organizations have been making. This makes an organization to start struggling to look for new resources in case the previous source terminates its funding or the source dries up, making its programs to be terminated.

Resource mobilization involves; acquiring financial resources, mapping human resources, acquisition of physical resources, community involvement and participation, accountability and transparency, financial accounting and management. Physical resources are items that take space, have value, and are used in operation of the organization. The type of physical resources women group have and their amounts may greatly affect the sustainability of the women group projects. Product-based organizations use physical resources for providing the goods for sale and for the operation of the business. Service-based organization use physical resources to facilitate the delivery of the service, such as having a space to work, tools that are needed for the service, and resources used to support the service (Schofield, 2013)

Acquisition of financial resources in an organization may also be a key to sustainability of the organization. Several streams of funding can increase organizations freedom of control and readiness to implement programs and reduce dependence on external (or foreign) funding. Since there is increasing competition for resources which are mostly scarce, there is a need to think, and come up with alternate ways for new and several financing systems which can
assist the organization administer its operations. There are several aspects that one has to consider before thinking of mobilizing resources. The organization has to find out what it can carry out locally prior to seeking sources that are external for funding the projects. Proper management of financial resources can lead to very long survival of the women groups. Some sources of funding may be grants, loans, members’ contributions, fundraising, income generating activities like business ventures and leasing organization equipments.

Involving the community in the operations and running the organization projects may have a great significance on long lifespan of the projects because it takes into account the literal involvement of the people within the locality of the organization as participants who take up active roles and also equal ownership members who have interest and also the intrinsic experience to ensure the project is successful. According to Bamberger and Cheema (2010), community awareness, involvement and participation in project planning and implementation may be critical tools in project sustainability.

Mapping human resources in the organization has to be done. Resources that are not financial may include talents, capacities and skills that the women groups may possess. When resources are mapped, it can help women groups consider substitute and effective resources for the proposed project. Discovering the organizations skills of the members of community, may make it possible for the organization to use one of their own to carry out activities and also give services to the organization rather than paying n external professional to provide the same service. This also makes it possible to focus on the assets that the community has and could help to engage the community to invest in their own future which can create hope and control by localizing the fundraisings.
This study will focus on acquiring financial resources, mapping human resources in the organization, acquisition of physical resources and community participation, as aspects of RM and their relationship to sustainability of projects by the women groups. These aspects of RM will help examine what women groups can carry out locally prior to seeking donor funding.

1.1.2 Women Group Projects in Vihiga County

According to AWDF (2015), women groups are very popular in the world and they run several projects. In Kenya, they exist both in towns (urban areas) and also in the rural areas. They help in providing services that the government might have failed to deliver like proper sanitation, helping the needy groups, economic empowerment among others. Nowadays women groups’ objective focuses so much on income generating projects rather than singly their welfare as it seemed to be in the past. Feldman (2009) points out that they are multipurpose and bring together related financial aid which maybe in the mode of revolving credit associations thereby providing the means to pursuing social, economic and educational activities.

According to Vihiga County first Integrated Development Plan (VCIDP), (2015), the county has a total of 4200 registered women groups of which only 2180 are active and submit their quarterly returns. According to the County Director for Social Development office, about 40% of the projects started by women groups have not been sustained by the respective women groups. Some have taken so long period to be implemented while others have completely collapsed. Furthermore most of the projects started by women groups have not been sustained past their initial funding base especially when the donor exits, thereby not addressing the needs of the community. Dairy farming, business activities (cereals, vegetables, fruits), poultry keeping, crop farming, tree planting, sponsoring and educating orphans, tree seedlings selling, tents and furniture hiring, have been some of the projects
carried out by the women groups. These projects are spread in all the five constituencies that make up Vihiga County, namely; Emuhaya, Luanda, Hamisi, Vihiga and Sabatia constituencies. Emuhaya- Luanda Strategic Plan (ELSP) report for the year 2016 shows that in Emuhaya and Luanda constituencies, the total number of projects that were undertaken by the women groups in the year 2015 totalled 536, though most had failed by the end of the year 2016 (ELSP, 2016). Most of these projects rely on donor support and without this support, they end up being unsustainable. Unsustainable projects mean unsatisfied needs of the community, unachieved Government objective of improving living standards of the community and also wastage of funds from donors.

1.2 Statement of the Problem

According to Kenya Vision 2030, no society can gain the social cohesion predicted if significant sections of the population live in abject poverty. It has placed special attention to investment in districts, communities with high incidence of poverty, unemployed youth, women and all vulnerable groups. Devolved funds are expected to play a key and enhanced role in correcting existing economic and social inequalities. Thriving lives and livelihoods, ending poverty and improving well being through access to education, employment and information, better health and housing and reduced inequality are some of the ways of moving towards sustainable consumption and production in the SDG 1.

According to Vihiga County Integrated Development Plan (2015), sustainability of the women group projects has been a major challenge that has rendered some of them inactive. Efforts have been made to capacity build the groups with the objective of resuscitating these projects. Loans and grants have been availed to the groups to enable them engage in
development activities. Despite all this, poverty alleviation has become a challenge since most of the women group projects remain unsustainable (LBSR, 2012). Many women group projects initiated in Vihiga County have failed sustainability evaluation criteria. Vihiga County had more than 530 women group projects initiated in the year 2015 and less than 300 projects still existed at the end of 2016 (ELSP, 2016).

Previous researchers identified some of the factors affecting sustainability of women group projects including financial planning, partnership working and environment impact (Lynda, Barratt, Stephanie, Brennan & Milway, 2013), and poor financial reporting (Batti, 2014). However, none investigated how resource mobilization can affect sustainability of projects. The purpose of this study was to investigate the influence of resource mobilization on sustainability of women group projects in Vihiga County, Kenya.

1.3 Objectives of the Study

1.3.1. General Objective
The general objective of the study was to establish the influence of resource mobilization on sustainability of women group projects in Vihiga County, Kenya.

1.3.2. Specific Objectives
i. To determine the influence of acquisition of financial resources on sustainability of women group projects in Vihiga County, Kenya.

ii. To establish the influence of mapping human resources on sustainability of women group projects in Vihiga County, Kenya.

iii. To examine the influence of acquisition of physical resources on sustainability of women group projects in Vihiga County, Kenya.

iv. To examine the influence of community participation on sustainability of women group projects in Vihiga County, Kenya.
1.4 Research Questions.

i. How does acquisition of financial resources influence sustainability of women group projects in Vihiga County, Kenya?

ii. What is the influence of mapping human resources on sustainability of women group projects in Vihiga County, Kenya?

iii. What is the influence of acquisition of physical resources on sustainability of women group projects in Vihiga County, Kenya?

iv. What is the influence of community participation on sustainability of women group projects in Vihiga County, Kenya?

1.5. Significance of the Study

This output of this study will benefit various user groups, among them, the national and county governments, women groups, Organizations /donor groups, academicians and researchers. The government may use the findings of this research to make necessary changes on policies set for women group’s projects especially those funded by the government. Identification of how the resource mobilization affects sustainability of these projects will reduce the rate of project failure and also the wastage of resources. Women groups being the main beneficiaries, these findings would help in improving the sustainability of their projects, leading to achievement of their goals hence satisfying their needs. The findings of this study would also help the donors to gauge the sustainability levels of the funded projects. Finally the outcome of this study will provide information on resource mobilization and sustainability of projects to current scholars. This will expand the knowledge on influence of resource mobilization on sustainability of women group projects.
1.6 Scope of the Study

The research study was conducted in Vihiga County in the western region of Kenya. The study focused on the effect of acquiring financial resources, mapping human resources, acquiring physical resources and community participation, which are the aspects of resource mobilization; on sustainability of the women group projects. The study considered projects that were established by women groups more than five years ago, in Vihiga County by the help of donor funding but currently the projects no longer receive the funds from donors to help in ensuring their sustainability. Active registered number of women group projects in the county total 491 projects.

1.7 Assumptions of the Study

The general assumption of the study was that the women groups were responsible and had relevant office structure in place to manage their projects. It was also assumed that the respondents would provide relevant information that will enable relevant conclusions to be drawn from this study.

1.8 Limitations of the Study

Some respondents could have given socially “correct” answers to please the researcher just in case they had egocentric motive with high expectations to gain. The area under study was vast and required a significant amount of time and funds to traverse and spend during Data Collection some of which the study had no control over and also a challenge of long distances to reach where the respondents were. This was however overcome by engaging research assistants.
1.9 Organization of the Study

The study is organized into five chapters. Chapter one presents background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, assumptions of the study and organization of the study. Chapter two gives Literature review forecasting on theoretical literature review, empirical review, summary of literature review and research gaps and conceptual framework. It is meant to find out what other researchers have done on the projects which are on similar scope to this one, how different they are in order to come up with the research gaps.

Chapter three of this study presents the research methodology which contains research design, target population, sampling design, data collection instruments, validity, reliability, data analysis and presentation and finally ethical considerations. Chapter four presents introduction to research findings and discussions, response rate, demographic characteristics of respondents, distribution of respondents by age, respondents level of education, respondents position in the women group projects, number of members in the women group projects, number of years the project has existed, descriptive statistics and inferential statistics. Chapter five presents summary of findings, conclusions from the study, recommendations of the study and finally suggestions for further research.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will critically analyse the literature behind mobilizing resources for sustainability of the projects while forecasting mainly on theoretical review, empirical literature review and also any gaps that can be existing and how they can be filled.

2.2 Theoretical Review

The main reasons why theories are formulated is to explain, understand a circumstance and also predict in most ways, and also to question and even add to the existing knowledge within the utmost extent of critical bounding assumptions. William (2006) points out that theoretical framework are the structures that can support or hold a theory of research study. He further states that theoretical framework introduces and describes the theory which attempts to explain the research problem the research problem under the study. The following four theories will underpin the study.

2.2.1 Theory of Change

This theory came up in 1990s and is considered as an improvement to the theory of evaluation (Stein and Valters, 2012). This theory is used to as a tool to develop solutions to social problems that may be considered to be complex in nature. It gives a full view of previous and middle term changes that are needed in order to meet the set long term goals in an organization (Anderson, 2005). Therefore, it gives a model of how a project should be working, which can be tested and refined through resource mobilization. A theory of change is also a specific and measurable description of change that forms the basis for planning.
implementation and evaluation. Most projects have a theory of change although they are usually assumed (CARE, 2013). This theory assists in coming up with a comprehensive framework needed for mobilizing both financial and non-financial resources. Furthermore, this theory explains the types of interventions that result in the effects portrayed in the footpath of a change plan. Every result in the footpath of change is brought to an intercession, bringing to light the often complex web of processes that are needed to bring about the required change as apprehended by women group projects. This study is based on this theory because it serves as a bridge to guide on how women group projects should be operating, which can be tested and refined through different ways of acquiring financial resources in an organization such as accessing loans and grants, investing in income-generating activities, preparing fund raising, renting and leasing equipments owned in the women group among others.

2.2.2 Resource Mobilization Theory

According to McCarthy and Zald (1987) points out that resource mobilization theory explains social movements by viewing human beings as rational actors that are involved in instrumental actions that make use of organizations to source and improve mobilization. Going by this theory, there is a professional group in the social movements organizations that work towards bringing monetary resources, media attention, supporters, forming alliances with those who are in power and making the organization structure better. Since grievances and dissent alone can never generate the social change required, social movements need the above resources for them to be effective. This theory goes by assuming that individuals are rational: they weigh the costs and benefits of movement participation and have to act only in case the benefits outweigh costs. When movement goals take the form of public goods, the free rider dilemma has to be taken into consideration.
Social movements always work towards achieving their stated goals but their organization is seen to be of more importance than the resources. Organization means the interactions and relations between social movement organizations (SMOs) and other organizations (other SMOs, businesses and governments). Organizations’ infrastructures being more efficient is considered also to be a resource by itself.

Women groups must ensure that all the necessary resources are mobilized from the beginning. This theory takes into consideration that the project committee members also reap benefits from their participation in running the group projects. The women groups have to ensure that the members and their interests are considered. This theory leads to the general objective which sought to inquire the relationship between resource mobilization and sustainability of women group projects. The theory assists in the better understanding of the need of acquiring resources both financial and non financial and also need of coming up with ways of reducing expenditure of financial resources such as mapping human resources in the organization in order to enable the success of the women groups’ projects.

2.2.3 Freirean Theory of Dialogue and Society

This project is based on the Paolo Freire’s theory of dialogue and society (Freire, 1970). It states that having dialogue with the community is a very important aspect in liberating and educating people by criticizing the methods that have been held for a very long period of time by use of critical thought. Critical thought improves the consciousness and challenges the assumption that people should fall into systems that are well established, rather than helping in forming new systems that won’t address their needs especially concerning projects that are meant to make their lives better. This emphasis on consciousness, collaborations give powers to community members with a motive of redefining aspects of their cognitive systems.
The dialogue emphasised by this theory is shown in this project by the protagonism for community participation and also networking within other women groups with the improvement and management of Women groups in order to ensure there is progressive and provision of the set goals even after the lifetime of a project. This theory therefore seeks to address the research question four which seeks to find out the extent the community involvement and participation influences the sustainability of women group projects in Vihiga County, Kenya.

2.2.4 Theory of Sustainability

The most popular sustainability theory was developed Felix Ekardrt in 2009. According to this theory, sustainability describes a form of economy and society that is lasting and can be lived on a global scale. This means that the potential of the claim is being changed by the society: ‘Generations having justice, enough on a global scale – at the same time’ being threatened to get out of sight. Sustainability is just not the trivial general claim to take social, economic and environmental policy serious independent of any relationship in time and space and to strike a sound balance between these aspects (Ekardt, 2009). In some cases when the relationship between capital and opportunity is viewed from a different angle, when resources are spend on people who are poor maybe considered to be a form of investment in the future. According to the economist Amartya Sen’s ‘development as freedom’, future options can be created by creating today’s options hence driving a greater development. This theory enables us to measure the sustainability of women group projects by viewing on the recorded growth of the projects, financial strength, improved standards and also recorded profitability in the women group projects.
2.3 Empirical Review

2.3.1 Acquisition of Financial Resources and Project Sustainability

According to Sera and Susan (2007), several streams of project financing can improve its flexibility and also independence on executing, controlling and managing organizations projects thereby reducing over-reliance on foreign funding. Due to ever increasing competition for the few available resources, coming up with and creating alternative ways of funding can help an organization have an easy time in managing its projects thereby making its projects to be sustainable. Generating resources from the business activities in an organization can lead to increased financial resources in an organization. Insufficient financing to implement project may prevent it from a ability to be sustainable (Bamberger & Cheema, 2010). However, the ability of a project to be sustained can be linked to numerous ways of funding. Holder and Moore (2012) suggest that local resources have to be developed for enhanced sustainability especially when the donors cease to support external funding, in case funding delays or even when the external funding is inadequate.

2.3.2 Mapping Human Resources and Project Sustainability

Resources which are not financial may include talents, skills, and capacities. Mapping human resources can help women groups find out alternative and effective resources for the project the group has proposed to implement. It can also lead to rediscovering other innovative ways by mapping old fashioned practices and technologies. According to Mulwa (2010), awareness of community member skills may make it possible to save the resources an organization already has by reducing the organization expenditure in several ways, for example using one of their members to provide the required services such as training rather than hiring an external expert. Taking into consideration the community member skills may also help to make fundraising local and encourage the local community to find a reason of investing in the organization thereby creating a sense of hope and control. By being aware of each
member’s assets, it can help to make good relationships among associations, institutions and also among themselves hence increasing the sustainability of women group projects.

According to the article published by AWDF (2014), having a staff with the required skills, talents, attitudes and support in an organization makes it easier to have a good financial management within the organization. It further points out that all the organization members have a role to play to ensure the sustainability of the projects. When human resources are integrated in wider aspect of mobilizing the resources required in the organization, the expenditures on the external resources are minimised hence increasing the resources in an organization. Vartika (2016) argues that by mapping human resources, the best practices that an organization needs to incorporate and ensure sustainability of its projects are identified. Better ways of identifying how these practices can be incorporated in the resource mobilization can be identified so as to ensure that the required tasks are completed in a consistent and effective manner.

2.3.3 Acquisition Physical Resources and Project Sustainability

Henderson (2015) points out that for any organization to live to its long-time goals, it must have the necessary physical resources required in the organization. Some of them are; good workspace, communication systems, enough information system among others. Acquisition of physical resources as an aspect of resource mobilization is considered the costliest aspect. As a result, for project managers should ensure they critically assess their needs prior to making any operations.

An organization need to combine Labour, Capital, Energy, Materials and information to generate a product or service hence making its operation more sustainable (Nadler, 1992). Labour is the work provided to an organization by the volunteers and workers. It is very
important for the organization since it is needed in producing the required goods and services (Bradwel & Holden, 2004). They also state that capital is the strongest too to produce the product or service. It can be in the form of machines and tools. Ensuring that the organization is fully equipped with these items may increase its sustainability and prolong its operations.

Energy makes the ability to produce and operate easily in an organization. Needed in various operations in an organization such as heating up or lighting up the organization premises, moving the machinery in enhancing operations and ensuring organization is place that is comfortable so that members are entitled to a proper work environment (Bradwel & Holden, 2004). Materials also come in raw form. It is needed to produce the product or service. Without materials and energy it means that the operations in the organization was reduced or even stopped which can negatively have an effect on sustainability of the organization projects. Information is very important for an organization. In this competitive world, information gives us continuous update. It is the knowledge that project members need to produce the end product or service (Bradwel & Holden, 2004)

2.3.4 Community Participation and Project Sustainability

Community participation is a process by which communities are empowered to make effective decisions (Harvey & Reed, 2007). Brayer, Specht and Torezyner (2001) defined participation as a way of educating citizens and learning their competence. Armitage (2003) views that community participation is a process by which citizens responds to their concerns, express what their opinion concerning what is affecting them and become responsible to make changes that their community needs. He further points out that ability of a project being established, consolidating quickly and successfully, responding and adapting to the new changes all are determined by how well the community supports the project. The local community should therefore be involved in decision making just from the time the project is initiated and throughout the lifetime of the project. Sustainability can therefore be achieved to
a great extent if their involvement is taken into consideration and also being able to identify who we need and at what stage of project implementation. Chapel (2005) indicates that community support increases project efficiency; therefore he recommended that there should be consultation with the community during project planning or beneficiary involvement in the management of project implementation or cooperation to ensure sustainability.

According to Uphoof, Cohen and Goldsmith (1979), engaging the community in its own development ensures that the proposed development targets people’s needs, incorporate local knowledge, create grassroots capacity to undertake other projects and maintain facilities, distribute benefits equitably and help lower costs. To achieve outcomes through participation, considerable investment in time and resources by parties facilitating and engaging in the process are required. Often pressure for delivery of outputs may compromise the process. Unfortunately development progress is measured not only by developers but also by public opinion formers, by the speed in which tangible results are produced (Butes & Rensburg, 2000).

2.4. Summary of Literature Reviewed and Research Gaps

The primary challenge of project management is to achieve all project goals and objectives while honouring the preconceived constraints and unforeseen events. Project sustainability especially when the donor exits is affected by many factors which can largely be grouped as organizational, human factors and environment. However there is no conclusive list of the factors that affect project sustainability. Some factors are specific to type of the project while others are general factors that would affect any project type. From the literature reviewed there seem not to be a enough reasons on why some projects fail while others thrive for very long period of time.
2.5 Conceptual Framework

The independent variable of this study is Resource mobilization whose specific aspects include mapping human resources, community involvement, acquisition of financial resources and networking. The dependent variable is sustainability of women group’s projects.

**Independent Variables**

**Resource Mobilization**

<table>
<thead>
<tr>
<th>Acquisition of Financial Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Loans, Grants</td>
</tr>
<tr>
<td>• Income generating activities</td>
</tr>
<tr>
<td>• Fundraising</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mapping Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Knowledge and skills</td>
</tr>
<tr>
<td>• Social attributes</td>
</tr>
<tr>
<td>• Personal attributes</td>
</tr>
<tr>
<td>• Volunteers support</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Acquisition of physical resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Buildings and Offices</td>
</tr>
<tr>
<td>• Equipment and machinery</td>
</tr>
<tr>
<td>• Materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Program design</td>
</tr>
<tr>
<td>• Monitoring</td>
</tr>
<tr>
<td>• Security</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Financial Strength</td>
</tr>
<tr>
<td>• Recorded Growth</td>
</tr>
<tr>
<td>• Objectives met</td>
</tr>
<tr>
<td>• Improved Standards</td>
</tr>
<tr>
<td>• Profitability</td>
</tr>
</tbody>
</table>

*Figure 2.1: Conceptual Framework*

*Source: Author, 2018*
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes methods and procedures that the researcher will follow when this research was being conducted. It describes the research designs, the target population, sampling procedures and sample size, data collection, validity, reliability data analysis and presentation techniques and finally the ethical considerations the researcher will observe during the study.

3.2 Research Design
The study employed descriptive design and explanatory designs. The descriptive design was used because according to Bordens & Abott (2011) this design enables one to capture all pertinent aspects of a situation while employing a unit study and investigation. Kothari (2004) also points out that descriptive design describes the affairs as it presently exists. The study used both qualitative and quantitative data. A qualitative research provides information which is valuable to certain research questions and using it is mainly to complement quantitative research methods.

The explanatory design allowed the researcher to investigate the extent and effect of the independent variables on the dependent variable. This design was also very important since it enabled the researcher to connect independent variable to dependent variable in order to understand the effect so as to explain what is going on.
3.3 Target Population

Mugenda and Mugenda (2003) define a target population as a group of individuals, objects or events that have mutual traits that comply with a given stipulation. Population refers to the whole cluster of people; organization or events that a researcher intents to study. The target population for the study constituted 491 projects by women group which were active between the year 2014 and 2017, registered by the County Social Development Office and operational within Vihiga County in any of the five constituencies. The respondents were any two project officials (chair/secretary/treasurer) and one committee member per project in the selected women group projects to make a total of 1473 individuals from women group projects in Vihiga County. Table 3.1 shows the target population used in the study.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emuhaya</td>
<td>96</td>
</tr>
<tr>
<td>Luanda</td>
<td>111</td>
</tr>
<tr>
<td>Vihiga</td>
<td>87</td>
</tr>
<tr>
<td>Hamisi</td>
<td>123</td>
</tr>
<tr>
<td>Sabatia</td>
<td>75</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>491</strong></td>
</tr>
</tbody>
</table>

Source: County Director for Social Development (2017)

3.4 Sampling Design

For a descriptive research, a sample size of 10% - 30% of the total population is taken to be sufficient for an in-depth study (Mugenda & Mugenda, 2003). The study applied stratified random sampling of projects and simple random sampling for projects committee members. The sample size of this study was 97 women group projects. The researcher picked 20%
sample from each stratum as recommended by Mugenda and Mugenda (2003) because target population consisted of large data. The respondents were two project officials (chair/secretary/treasurer) and one committee member per project in the selected women group projects purposely sampled for the study. Therefore the total numbers of respondents was two hundred and ninety one as explained in the table below.

**Table 3.2 Sample Size**

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Population</th>
<th>Sample Size</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emuhaya</td>
<td>96</td>
<td>19</td>
<td>57</td>
</tr>
<tr>
<td>Luanda</td>
<td>111</td>
<td>22</td>
<td>66</td>
</tr>
<tr>
<td>Vihiga</td>
<td>87</td>
<td>17</td>
<td>51</td>
</tr>
<tr>
<td>Hamisi</td>
<td>122</td>
<td>24</td>
<td>72</td>
</tr>
<tr>
<td>Sabatia</td>
<td>75</td>
<td>15</td>
<td>45</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>491</strong></td>
<td><strong>97</strong></td>
<td><strong>291</strong></td>
</tr>
</tbody>
</table>

**Source: County Director for Social Development, 2017**

**3.5 Data Collection Instruments**

Both primary and secondary data was used in this study. Questionnaires were used to collect the primary data while secondary data was collected from already published documents that were relevant. Chandran (2003), reveals that questionnaires posses a high degree of standardizing and adopting of data of generalized information in any population.
3.6 Validity

According to Mugenda and Mugenda (2003) validity is how accurately the data obtained in the study represents the variables of the study. Validity is therefore the extent to how the results obtained from data analysis actually represents the variables of the study. Content validity was assessed by the researcher discussing the items in the instrument with experts in the field including departmental lectures and the supervisor. According to Bordens & Abott (2011), expert’s judgements in construction of research instrument items can improve content validity of an instrument; simple English language was used to ensure that the respondents understood. Effort was made to construct clear and precise questions in order to avoid ambiguity. Construct validity was assessed by pilot testing where a few questionnaires were administered to some respondents and results analyzed to evaluate if what was intended to be measured by the questionnaires has been achieved. Criterion validity was measured by analyzing outcome provided by the data collected using the research instrument used.

3.7 Reliability

Mugenda and Mugenda (2003), describes reliability as a measure of degree to which a research instrument yields consistent results or data after repeated trials. In order to test the reliability of the instruments used, the researcher used split- half method. A random sample of 22 sampled women group projects from Luanda Constituency in Vihiga County was selected and questionnaires were administered to them. The participants in this pilot study were not among those included in the actual study sampling. The data values obtained was operationalized and then split in halves using 11-odd/11-even item numbers, half divide. Pearson product moment correlation was used to calculate correlation coefficient. The correlation coefficient obtained was 0.84 which is more than 0.75 indicating that that the questionnaires had enough pre-test reliability as recommended by Orodho (2005).
3.8 Data Analysis and Presentation

After the data had been collected, all questionnaires that were returned were numbered and categorized. The collected data was then coded and entered into computer for analysis using statistical package for social sciences (SPSS). Both descriptive statistics and inferential analysis were used to analyze quantitative data by the use of SPSS version 21 and excel. A scale of 1-5 was used to generate frequency counts from the responses in order to develop frequency distributions. Mean, standard deviations, frequencies, correlations, regressions and percentages were generated from SPSS version 21.

In determining how acquiring financial resources, mapping human resources, acquiring physical resources and community participation influence sustainability of women groups projects in Vihiga County, Kenya, regression analysis the was used. Correlation analysis was also used to determine the degree of relationship between the independent and the dependent variable. The following regression model was adopted in determining the extent to which each independent variable predicts sustainability of women group projects in Vihiga County, Kenya.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon, \]

Where, \( Y \) = Sustainability of Women groups Projects

\( \beta_0 \) = constant (coefficient of intercept)

\( X_1 \) = acquiring financial resources

\( X_2 \) = mapping human involvement

\( X_3 \) = acquisition of physical resources

\( X_4 \) = community participation

\( \epsilon \) = error term

\( \beta_1, \beta_2, \beta_3, \beta_4 \) = regression coefficient of four variables.
3.9 Ethical Considerations

The researcher kept all the collected information strictly confidential and used all measures that the subject’s rights and the rights of others in the setting was protected.

The research study project was presented to the leaders of the sampled women groups and also another copy to the relevant authorities in order for the study to be approved. The results findings of one women group was not be displayed to other women groups so as to ensure confidentiality and also the women group was allowed to access the result findings in case they want to.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents and discusses findings deduced from the questionnaire with regard to research objectives. It describes the response rate, demographic characteristics of respondents, distribution of respondents by age, respondents’ level of education, respondents’ position in the women group project, number of members in the women group projects, number of years the project has existed, descriptive statistics and inferential statistics of the data collected.

4.2 Response Rate

The study targeted two hundred and ninety one respondents comprising women group chairs, secretaries or treasurers and one project committee member for each of the ninety seven sampled projects in Vihiga County with the questionnaires. A total of one hundred and fifty three questionnaires were returned. This makes 53% response rate. Mugenda and Mugenda (2003) assert that a 50% response rate is adequate for analysis. Based on this assertion, it implies that the response rate for this research was adequate for analysis.

4.3 Demographic Characteristics of Respondents

The first section of the questionnaire sought to establish the social-demographic characteristics of the respondents that include the age distribution of the respondents, the position they hold in the group project, their level of education and number of years they have been with the project.
4.3.1 Distribution of Respondents by Age

The study sought to determine the distribution of respondents by age. The findings are presented in table 4.1

Table 4.1: Distribution of Respondents by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>21</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>26-35</td>
<td>72</td>
<td>47</td>
<td>61</td>
</tr>
<tr>
<td>36-45</td>
<td>43</td>
<td>28</td>
<td>89</td>
</tr>
<tr>
<td>Over 45</td>
<td>17</td>
<td>11</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Majority of the respondents (47%) were of ages between 26 to 35 years, 28 percent were of ages between 36 to 45 years, 14% of the respondents were aged below 25 years while 11 percent of the respondents were above 46 years of age. This implies that most of the women group projects were managed by middle aged women who were between the age of 26-35, since most of the respondents were women who were involved in management of the women groups. Further analysis of the mean and standard deviation of the respondents’ ages is summarized in Table 4.2

Table 4.2: Mean of Age Distribution

<table>
<thead>
<tr>
<th>Variable</th>
<th>Observation</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>153</td>
<td>34.57</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

The mean age for the respondents was 34.57 years. This implies that most of the respondents were not in the youth groups hence were able to manage well the women group projects since most of the respondents were the women who hold various management positions in their respective groups.
4.3.2 Respondents level of education

The study sought to determine the respondents level of education. The findings are as summarized in Table 4.3

**Table 4.3: Respondents level of education**

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>9</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Secondary</td>
<td>52</td>
<td>34</td>
<td>40</td>
</tr>
<tr>
<td>College</td>
<td>84</td>
<td>55</td>
<td>95</td>
</tr>
<tr>
<td>University (Degree)</td>
<td>8</td>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

55 percent of the respondents had been to college, 34 percent had been to secondary school, 6 percent had only been to primary while 5 percent of the respondents went to universities. This implies that most of the women group project members especially those involved in management had basic education hence were able to perform the basic project management duties diligently.

4.3.3 Respondents Position in the Women Group Project

The researcher sought to establish the respondent’s position in the women group project. The responses were presented in Table 4.4

**Table 4.4: Position in women group project**

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairperson</td>
<td>47</td>
<td>30.7</td>
<td>30.7</td>
</tr>
<tr>
<td>Secretary</td>
<td>30</td>
<td>19.6</td>
<td>50.3</td>
</tr>
<tr>
<td>Treasurer</td>
<td>47</td>
<td>30.7</td>
<td>81</td>
</tr>
<tr>
<td>Committee member</td>
<td>29</td>
<td>19</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>153</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2018)
Majority of the respondents interviewed were Chairperson and the treasurer each with 30.7 percent making a total of 61.4 percent. This could be because they are more directly involved in the daily running of the projects and therefore were in a better position to give a valid data concerning the running of donor funded projects.

### 4.3.4 Number of members in the women group projects

The researcher sought to establish the number of members in the women group projects. The results were presented in Table 4.5

<table>
<thead>
<tr>
<th>Members</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6-10</td>
<td>17</td>
<td>17.5</td>
<td>17.5</td>
</tr>
<tr>
<td>11-20</td>
<td>46</td>
<td>47.4</td>
<td>64.9</td>
</tr>
<tr>
<td>More than 20</td>
<td>34</td>
<td>35.1</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Table 4.6 shows that majority of the women group projects had between 11-20 beneficiaries making 47.4%. This is a small number implying that most of the women groups comprised of small populations which could contribute negatively in terms of human resource mapping as an aspect of resource mobilization within the women groups.

### 4.3.5 Number of years the project has existed

The researcher sought to establish the number of years the projects had existed after the exit of the donor funding. The results were presented in Table 4.6
Table 4.6: Number of years the project has existed

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1yr</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1-3 yrs</td>
<td>13</td>
<td>13.4</td>
</tr>
<tr>
<td>4-8 yrs</td>
<td>44</td>
<td>45.4</td>
</tr>
<tr>
<td>9-12 yrs</td>
<td>25</td>
<td>25.8</td>
</tr>
<tr>
<td>More than 12yrs</td>
<td>15</td>
<td>15.4</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Table 4.6 shows that majority of the projects had existed between 4 - 8 years (45.4%). Most of the others had existed for nine years and more. This implies that most of the women groups had sustained the projects for quite a number of years hence benefitting its members and other stake holders for longer time.

4.4 Descriptive Statistics

4.4.1 Financial Resources and Project Sustainability

The first objective for this study was to establish how financial resources influences sustainability of women group projects in Vihiga County. To achieve this objective the respondents were required to indicate whether their groups had enough financial resources to run their projects. The responses were presented in Table 4.7

Table 4.7: Financial resources required to run the projects

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41</td>
<td>26.8</td>
</tr>
<tr>
<td>No</td>
<td>112</td>
<td>73.2</td>
</tr>
<tr>
<td>Total</td>
<td>153</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Majority of the respondents (73.2%) indicated that they did not have enough financial resources to run the projects. Most gave a reason for not having mobilized enough financial
resources due to the limited available resources and competition between themselves and other groups to access the available funds. This is likely to be a big weakness on the sustainability of these projects. This agrees with Mavoko (2013) who argues that the effect of financial resources on sustainability of projects cannot be compromised. He further suggests that since there was ever increasing competition for the resources which are already scarce, there is a need of thinking about how to come up with several streams of resources both financial and non financial in order to realise sustainability of projects. Further the researcher sought to establish the extent to which they agreed with the statements given in Table 4.8 using a 5 - 1 Likert scale where SA = strongly agree, A = Agree, N = Neutral, D = disagree, and SD = strongly disagree.

Table 4.8 Acquisition of Financial Resources

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have access to loans to run our projects</td>
<td>7 (4.6%)</td>
<td>9 (5.9%)</td>
<td>19 (12.4%)</td>
<td>85 (55.5%)</td>
<td>33 (21.56%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>We get support from well wishers to help in running projects</td>
<td>13 (8.5%)</td>
<td>11 (7.2%)</td>
<td>26 (17%)</td>
<td>74 (48.4%)</td>
<td>29 (17.6%)</td>
<td>153 (17.6%)</td>
</tr>
<tr>
<td>We do group contributions to run our project</td>
<td>18 (11.8%)</td>
<td>10 (6.5%)</td>
<td>21 (13.7%)</td>
<td>71 (46.4%)</td>
<td>33 (21.6%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>We have income generating activities in our organization to boost our financial resources</td>
<td>14 (9.2%)</td>
<td>11 (7.2%)</td>
<td>9 (5.9%)</td>
<td>81 (52.9%)</td>
<td>38 (24.8%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>We conduct fundraising to get money to run the project</td>
<td>13 (19.6%)</td>
<td>11 (7.7%)</td>
<td>12 (22.2%)</td>
<td>91 (59.5%)</td>
<td>26 (17%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>Mean Responses</td>
<td>13 (8.5%)</td>
<td>10.4 (6.79%)</td>
<td>17.4 (11.4%)</td>
<td>80.4 (52.54%)</td>
<td>31.8 (20.78%)</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)
Results from Table 4.8 indicate that majority (52.54%) of the respondents on average agreed with the statements that, they have access to loans to run the projects, they get donors support to help in running projects, they do group contributions to run their projects, they have income generating activities in their organization to boost their financial resources, and they conduct fundraising to get money to run the projects. In general the majority agreed that financial resources are needed for the projects to operate and make them sustainable. There are multiple funding systems within the organization to ensure that the projects operate as planned and to avoid overreliance on donors. This agrees with Sera and Susan (2007), who argues that with numerous funding strategies, the independence and flexibility in implementing programs can be increased in order to reduce overreliance on external funding system especially donors. Nevertheless increased competition among the women groups determines how well an organization can compete with others in soliciting funds and also how well it is in finding out other new sources of funding that the other women groups have not explored (Batti, 2014).

4.4.2 Human Resource Mapping and Project Sustainability

The second objective for this study was to determine the effect of human resource mapping on sustainability of women group projects in Vihiga County. The study sought to establish the extent to which the respondents agreed with the statements given in Table 4.11 using a 5 - 1Likert scale where SA = strongly agree, A= Agree, N= Neutral, D= disagree, and SD= strongly disagree. The responses were presented in Table 4.9.
Table 4.9 Human Resource mapping on Sustainability of Projects

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>S A</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have competent members who have the required knowledge and skills to run our projects</td>
<td>02(01.3%)</td>
<td>12(7.8%)</td>
<td>20(13.1%)</td>
<td>86(56.2%)</td>
<td>33(21.6%)</td>
<td>153(100%)</td>
</tr>
<tr>
<td>We recruit volunteers and also interns to help in running our projects</td>
<td>12(7.8%)</td>
<td>23(15.0%)</td>
<td>05(3.3%)</td>
<td>77(50.3%)</td>
<td>36(23.5%)</td>
<td>153(100%)</td>
</tr>
<tr>
<td>We attend induction seminars on how to run the projects effectively</td>
<td>22(14.4%)</td>
<td>11(7.2%)</td>
<td>6(3.9%)</td>
<td>83(54.2%)</td>
<td>31(20.3%)</td>
<td>153(100%)</td>
</tr>
<tr>
<td>Our project management team has enough personnel to run the projects</td>
<td>07(4.6%)</td>
<td>17(11.1%)</td>
<td>2(1.3%)</td>
<td>95(62.1%)</td>
<td>26(17%)</td>
<td>153(100%)</td>
</tr>
<tr>
<td>Mean Responses</td>
<td>10.75(20.75%)</td>
<td>12.6(8.2%)</td>
<td>8.25(5.40%)</td>
<td>85.25(55.72%)</td>
<td>31.5(20.6%)</td>
<td>153(100%)</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Table 4.11 revealed that majority (55.72%) of the respondents agreed that organization member’s knowledge and skills to run projects, volunteers support, induction seminars on how to run the projects and enough personnel to run the projects effectively significantly affect the sustainability of the women group projects. This agrees with Mulwa (2010) who points out that by integrating projects and programs and building on the local management structures makes it easy in achieving project sustainability. It also agrees with Schouten and Moriarty (2003) who argued that internal factors such as lack of women group cohesion, inadequate management skills, strong traditions, issues that deals with technicalities,
misplaced priorities and financial problems must be given priority for projects to remain sustainable.

### 4.4.3 Acquisition of Physical Resources and Project Sustainability

The third objective for this study was to investigate the extent to which acquisition of physical resources influence the sustainability of women group projects in Vihiga County. To achieve this objective the respondents were required to indicate whether their group has the necessary physical resources needed in an organization in order to make their projects sustainable. The responses were presented in Table 4.10.

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>118</td>
<td>153</td>
</tr>
</tbody>
</table>

Table 4.10: Acquisition of Physical Resources

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>22.9%</td>
</tr>
<tr>
<td>No</td>
<td>118</td>
<td>77.1%</td>
</tr>
<tr>
<td>Total</td>
<td>153</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Table 4.13 shows that majority (77.1%) of the respondents indicated that not enough physical resources had been acquired in the organization. This is likely to affect the management of the projects. Only 22.9 percent indicated that there were enough physical resources in their organization. This finding agrees with Henderson (2015) whose literature suggests that every organization must have the appropriate physical resources to survive. This includes proper workspace, communication systems, adequate information system and effective marketing materials. At times, physical resources are the revenue generators of the women groups. Owning these facilities in a women group can therefore increase the financial sustainability of the women and the end effect is increasing the sustainability of the women group projects. Further the researcher sought to establish the extent to which they agreed with the statements given in Table 4.7 using a 5 - Likert scale where SA = strongly agree, A= Agree, N= Neutral, D= disagree, and SD= strongly disagree. The results were presented in Table 4.11
Table 4.11: Acquisition of Physical Resources on Sustainability of Projects

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>S A</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have office and office equipments to run the projects our projects effectively</td>
<td>44</td>
<td>69</td>
<td>1</td>
<td>24</td>
<td>15</td>
<td>153</td>
</tr>
<tr>
<td></td>
<td>(28.8%)</td>
<td>(45.09%)</td>
<td>(0.7%)</td>
<td>(15.7%)</td>
<td>(9.9%)</td>
<td>(100%)</td>
</tr>
<tr>
<td>We have enough necessary machinery and tools required in organization to run the daily operations within the organization</td>
<td>76</td>
<td>33</td>
<td>1</td>
<td>26</td>
<td>17</td>
<td>153</td>
</tr>
<tr>
<td></td>
<td>(49.7%)</td>
<td>(21.7%)</td>
<td>(0.7%)</td>
<td>(17.0%)</td>
<td>(11.1%)</td>
<td>(100%)</td>
</tr>
<tr>
<td>We have space to operate from and hence we don’t pay rent from where the group operates</td>
<td>22</td>
<td>48</td>
<td>1</td>
<td>57</td>
<td>25</td>
<td>153</td>
</tr>
<tr>
<td></td>
<td>(14.4%)</td>
<td>(31.4%)</td>
<td>(0.7%)</td>
<td>(37.1%)</td>
<td>(16.3%)</td>
<td>(100%)</td>
</tr>
<tr>
<td>Mean Responses</td>
<td>47.33</td>
<td>50</td>
<td>1</td>
<td>35.67</td>
<td>19</td>
<td>153</td>
</tr>
<tr>
<td></td>
<td>(30.9%)</td>
<td>(32.7%)</td>
<td>(0.7%)</td>
<td>(23.31%)</td>
<td>(12.1%)</td>
<td>(100%)</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Table 4.11 shows that the majority of the respondents (32.7%) disagreed that they had acquired enough physical resources in their respective women groups. This may negatively affect the sustainability of resources, bearing in mind that its the resources which can make or break a project (Batti, 2014). This finding agrees with Bradwel and Holden (2004) and also Nadler (1992) who argued that to ensure sustainability, an organization need to combine Labour, Capital, Energy, Materials and information to generate a product or service hence making its operation more sustainable.
4.4.4 Community Participation

The fourth objective for this study sought to determine the influence of community involvement and participation on sustainability of women group projects in Vihiga County. The researcher sought to find out whether women groups involved the local community in planning and also executing the group projects. The responses were presented in Table 4.12.

Table 4.12: Community Participation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>23.5%</td>
<td>76.5%</td>
</tr>
<tr>
<td>No</td>
<td>117</td>
<td>76.5%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Majority of the respondents (76.5%) indicated that they did not involve the local community in the implementation of the community projects in all the phases. Bearing in mind that most these respondents were officials the community donor funded projects; this is likely to be a big threat on the implementation of the projects. This is due to the reason that the local community knows their needs and is therefore it is in a better position to advise the women groups.

This agrees with Chappel (2005) who argues that community support increases project efficiency, which impacts positively on project sustainability. Further, Akerlund (2005) highlighted that community support increases project effectiveness as it helps to ensure that the project achieves its objectives and that benefits go to the intended groups.

Further the researcher sought to establish the extent to which the respondents agreed with the statements given in Table 4.13 using a 5 - 1Likert scale where SA = strongly agree, A= Agree, N= Neutral, D= disagree, and SD= strongly disagree.
Table: 4.13: Community Participation

<table>
<thead>
<tr>
<th>Community participation Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The community is fully involved in the project implementation</td>
<td>32 (20.9%)</td>
<td>107 (70%)</td>
<td>1 (0.7%)</td>
<td>7 (4.6%)</td>
<td>6 (3.9%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>There is awareness among community members</td>
<td>23 (15%)</td>
<td>104 (68.0%)</td>
<td>1 (0.7%)</td>
<td>12 (7.8%)</td>
<td>13 (8.5%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>Most of the community members have interest in the projects</td>
<td>13 (8.5%)</td>
<td>6 (3.9%)</td>
<td>1 (0.7%)</td>
<td>95 (62.1%)</td>
<td>38 (29.4%)</td>
<td>153 (100%)</td>
</tr>
<tr>
<td>Mean responses</td>
<td>22.7 (14.8%)</td>
<td>72.3 (47.3%)</td>
<td>1 (0.7%)</td>
<td>38 (24.8%)</td>
<td>19 (12.4%)</td>
<td>153 (100%)</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

Results from Table 4.13 indicates that majority (47.3%) of the respondents on average disagreed with the statements that, the community is fully involved in the projects, there is awareness among community members and most of the community members have interest in the projects. The finding shows that that there is need to improve on the community participation in women group projects. Based on Mulwa (2010), who highlighted that community participation provides an opportunity to establish new habits of control, reporting and shared responsibility in development interventions hence increasing projects survival, this findings show there is a threat to the survival of women group projects. Community participation also helps for an improved understanding of the role of the several, stakeholders involved and the limitation of technical and financial resources that exist to address the problems of the poor.
4.5 Inferential Statistics

4.5.1 Correlations Analysis

In order to determine in quantitative terms the degree in which the independent variables (acquisition of financial resources, mapping human resource, acquisition of physical resources and community involvement) and dependent variable (project sustainability) are related, correlation between the independent and dependent variables was computed. The results are shown in Table 4.14.

Table 4.14: Results of Correlations Analysis

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
<th>Acquisition of Financial resources</th>
<th>Mapping of human resources</th>
<th>Acquisition of Physical resources</th>
<th>Community participation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Correlations</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.972**</td>
<td>.977**</td>
<td>.962**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
</tr>
<tr>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.972**</td>
<td>1</td>
<td>.963**</td>
<td>.946**</td>
<td>.968**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
</tr>
<tr>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.977**</td>
<td>.963**</td>
<td>1</td>
<td>.974**</td>
<td>.981**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
</tr>
<tr>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.962**</td>
<td>.946**</td>
<td>.974**</td>
<td>1</td>
<td>.961**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
</tr>
<tr>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.982**</td>
<td>.968**</td>
<td>.981**</td>
<td>.961**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
</tr>
<tr>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
The above analysis show that acquisition of financial resources has strong positive correlation (Pearson correlation coefficient = 0.972) influence on sustainability of projects. Furthermore, human resource mapping, acquisition of physical resources and community participation also have positive correlation on sustainability of projects (Pearson Correlation= 0.977, 0.962 and 0.982). The correlation matrix implies that acquisition of financial resources, community participation, acquisition of physical resources and mapping human resources have strong influence on sustainability of projects as depicted by their strong positive correlations with the dependent variable.

4.5.2 Regression Analysis

The relationship between the variables was investigated by using regression analysis. The multiple regression model was used to determine to what extent of each independent variable (acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation) predicts the sustainability of projects.

Regression Model Summary

Table 4.15: Model Summary

<table>
<thead>
<tr>
<th>Model Summary&lt;sup&gt;b&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

a. Predictors: (Constant), Community participation and project sustainability, Financial resources and project sustainability, Physical resources and project sustainability, Mapping of human resources and project sustainability

b. Dependent Variable: Project sustainability
The adjusted $R^2 = 0.971$ shows that 97.1% of change in the sustainability of projects is explained by the variables shown in the model, which are, acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation. The remaining 2.9 percent can be attributed to other factors that affect project sustainability.

Analysis of Variance

Table 4.16: Analysis of variance

<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>207.818</td>
<td>4</td>
<td>51.954</td>
<td>1290.121</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>5.960</td>
<td>148</td>
<td>.040</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>213.778</td>
<td>152</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Project sustainability

b. Predictors: (constant), acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation.

From Table 4.16, the study established that the regression model significance level was less than 0.05, indicating that the model is significant.
Table 4.17: Regression 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></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.096</td>
<td>.039</td>
<td></td>
<td>2.499</td>
</tr>
<tr>
<td>Financial resources and project sustainability</td>
<td>.236</td>
<td>.057</td>
<td>.233</td>
<td>4.131</td>
</tr>
<tr>
<td>Mapping of human resources and project sustainability</td>
<td>.316</td>
<td>.065</td>
<td>.330</td>
<td>4.837</td>
</tr>
<tr>
<td>Physical resources and project sustainability</td>
<td>.226</td>
<td>.062</td>
<td>.239</td>
<td>3.659</td>
</tr>
<tr>
<td>Community participation and project sustainability</td>
<td>.191</td>
<td>.073</td>
<td>.197</td>
<td>2.608</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Resource mobilisation.

From the results of the regression analysis we obtain the equation:

\[ Y = 0.096 + 0.236X_1 + 0.316X_2 + 0.226X_3 + 0.191X_4 + \varepsilon. \]

According to the regression equation and considering all the factors (acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation) are at zero, sustainability of a project equals to 0.096. Holding other factors constant, a unit increase in acquisition of financial resources would lead to 0.236 increase in sustainability of projects, a unit increase in mapping human resources would lead to 0.316 increase in sustainability of projects. Also from the Table 4.17, a unit increase in acquisition of physical resources would lead to 0.226 increase in sustainability of projects and finally a unit increase in community participation would lead to 0.191 increase in sustainability of projects. Therefore all the mentioned aspects of resource mobilization influence the sustainability of projects.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents summary of findings, conclusions, recommendations and suggestions for further research.

5.2 Summary

The purpose of this study was to analyze the factors influencing sustainability of women group projects in Vihiga County, Kenya. The study sought to determine how acquisition of financial resources influences sustainability of women group projects, to investigate how mapping human resources influence sustainability of women group projects, to examine how acquisition of physical resources influence sustainability of women group projects and to examine how community participation influence sustainability of women group projects in Vihiga County. Data for this study was collected using the questionnaires as the main research instruments. The questionnaires were administered to 153 respondents. The collected data was analyzed using both descriptive and inferential statistics.

The study found out that Majority of the respondents indicated that they did not have enough financial resources to run the projects. Majority of the respondents also admitted that most of the women group who receive donor funding in some cases faced major challenges in managing their projects especially when the funding delayed or when they received insufficient funds. There was also a lot of competition amongst the women groups for the limited resources available, and those women group which were considered to be lucky had easier time in sustaining their projects. Majority of young women groups faced the challenge of not being known and donors did not give money as they were not aware of the organization competencies or track record. Some women groups were directly or indirectly
linked to political parties within their constituencies and the County and because they were politically connected they could easily lobby for development agencies for funding to sustain their projects and hence those with no political association ended up not accessing the much required funds to support genuine cases of making their projects sustainable. Also majority of the respondents on average disagreed with the statements that the women groups had enough financial resources to run their projects. They therefore had to engage in several different ventures in order to mobilize financial resources in order to increase their projects survival. This situation is likely to affect the sustainability of the women group projects. There is a strong positive correlation acquisition of financial resources and sustainability of women group projects.

Secondly, majority of the respondents mean responses agreed that organization member’s knowledge and skills to run their projects, volunteers support, induction seminars on how to run the projects and enough personnel to run the projects effectively, significantly affected the sustainability of the women group projects. Majority of the respondents also agreed their project committee members had required knowledge and skills to run the projects, and being aware of the organizations community member’s skills, may make it possible to use a local resident to deliver services or training, rather than hiring an external consultant. This situation is likely to affect the sustainability of the women group projects. There is a positive correlation between human resource mapping ($r = 0.977$) and sustainability of women group projects.

Thirdly, majority of the respondents indicated that not enough physical resources had been acquired in the organization. This is likely to affect the management of the projects. A very small percentage indicated that there were enough physical resources in their organization. Majority of the respondents admitted that their groups did not own space and hence they had...
to pay rent from where they conducted their organization activities. Also the mean responses for the majority agreed with the statements that the women group did not have adequate office tools and equipments to run the projects. This situation is likely to affect the sustainability of the projects. There is a strong positive correlation acquisition between acquisition of physical resources and sustainability of women group projects

Lastly, the study established that most of the respondents indicated that they did not involve the local community in the implementation of their projects during the projects lifetime. This may result to weaknesses when implementing the projects. The reason behind this is that its the local community that knows their needs and they therefore lie in a very better position to advise the women group on which projects can succeed in their locality. Also majority of the respondents on average disagreed with the statements that, the community is fully involved in the projects, there is awareness among community members and most of the community members have interest in the projects. There is a strong positive correlation between community participation and sustainability of women group projects

5.3 Conclusion

Based on the findings, the study concludes that most of the women groups projects did not have enough financial resources to run the projects. There was also a lot of competition amongst the women groups for the limited resources available, and those women group which were considered to be lucky had easier time in sustaining their projects. Women group which purely relied on donor funding to sustain their projects faced uncertainty in the case the funds delayed or less funds were available and that there was a strong positive correlation between acquisition of financial resources and sustainability of women group projects.

Secondly human resource mapping was practised in most of women group projects. Most of the women group project committee members had required knowledge and skills to run the
projects, and being aware of the organizations community member’s skills, made it possible to use a local resident to deliver services or training, rather than hiring an external consultant. This helped most women groups in saving financial resources that could have otherwise been used to hire personnel to operate various activities and duties in running the projects. There is a strong positive correlation between community management and sustainability of women group projects.

Thirdly, the study established that acquisition of physical resources had not been achieved in most of the women group to enable in operating the projects. Most women groups lacked office and office equipments, tools and machinery like computer system within the organization, and had therefore to rent or hire these resources in order to operate. There is a strong positive correlation between acquisition of physical resources and sustainability of women group projects.

Finally the study established that most of the women groups did not involve community members in the implementation of the projects in all the phases and that there was a strong positive correlation between community participation and sustainability of women group projects.

5.4 Recommendations of the study

Since the study found that the resources mostly financial resources were key in sustainability of women group projects and there was a very great competition for finances and at times they were not adequate, women groups should be informed (by government or NGO regulation body) on diverse methods for acquiring financial resources like how to prepare for fundraising, how to assess and use organizations strengths and solicit external funding source.
They should also be made to be aware of how to acquire several streams of funding in their groups.

Most women group members had acquired some skills which a few percentages applied in the running of women group projects hence saving on costs of hiring external experts. Human resource mapping should therefore be conducted in women groups by their respective group leaders to help reduce on the expenditure incurred on external sources. Non-financial resources such as skills, talents and capacities should be utilized in the organization. Mapping will help women groups consider alternate and efficient resources for the proposed projects hence increasing project sustainability. By being aware of member’s skills, the women groups may be able to use a local resident to deliver services required in the women group instead of hiring an external consultant.

Most women group lacked necessary physical resources need in running an organization and in most cases ended up renting offices, operating space and even hiring important office equipments at times of need. This means that the large proportions of the few funds mobilized to run the projects end up being used on paying for the physical resources absent in the women group, thereby threatening the sustainability of the projects. Women groups should therefore strive to acquire necessary tools and machinery to run their projects. The acquired physical resources may play a very key role in sustainability of projects since these physical resources can also be rented to other organizations at a fee, hence increasing the financial resources in the organization. Offices or operating space should also be taken as a key in running projects in the women groups.

The study established that most of the women groups did not involve the local community in the implementation of the project which can end up threatening the sustainability of the projects. The local community should therefore be involved by the women groups in the
implementation of women group projects at all phases. This is because engaging the community in its own development ensures that the proposed development projects target people’s needs, create grassroots capacity to undertake other projects, maintain facilities, incorporate local knowledge and distribute benefits equitably and help lower operating costs within the women groups. Volunteers within the community can also provide great resources and benefits to the women groups. The women groups have therefore to recruit and keep volunteers by recognising the motivations and expectations of a volunteer.

5.5. Suggestion for Further Research

This study investigated the influence of resource mobilization on sustainability of women group projects in Vihiga County, Kenya. A number of issues were not investigated by the researcher, which could be of very significant influence on sustainability of women group projects. Among them include, challenges faced by women groups in resource mobilization, effect of local resource mobilization (LRM) on sustainability of women group projects and finally influence of developing and managing a resource mobilization program on sustainability of women group projects.
REFERENCES


African Development Bank,. (2014). Income Inequality in Africa. Briefing Notes for AFDB's Long Term Strategic Briefing. *AFDB(2012), (No.5).*


Emuhaya Luanda Strategic Plan (2016).


LBSR, (2012). Baseline Survey on Community- Based Legal Assistance Schemes Partnerships.


Turner, J. (2003). *On the nature of the project as a temporary organization* (pp. 7-9, 21). International Journal of project management.


APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL FOR DATA COLLECTION
October 2017

Dear respondent,

I am a final year student at Kenyatta University pursuing a degree in Business Administration (MBA) Project Management Option. In partial fulfilment for this award, I am undertaking a research on relationship between resource mobilization and sustainability of women group projects in Vihiga County.

Attached is the questionnaire am using to collect the required data for this study. I kindly request you to provide the required information by filling the questionnaire where it is necessary so as to help in facilitating this study. This is purely an academic study and any information you provide was kept confidential and will not be shared with any other women group or any other interested party. Please be as honest as possible when responding to the questionnaires provided.

Thanks in advance.

Yours faithfully,

COLLINS ODENYO
APPENDIX II: QUESTIONNAIRE

INFLUENCE OF RESOURCE MOBILIZATION ON SUSTAINABILITY OF WOMEN GROUP PROJECTS IN VIHIGA COUNTY, KENYA.

This questionnaire is designed to investigate the influence of resource mobilization on sustainability of women group projects in Vihiga County, Kenya. The response given by the respondents (Women group members) will only be used for the purpose of this study. I kindly request you to place a tick (√) on one of the choices among the multiples given.

Note:
- I is not necessary to write your name on this paper.

SECTION A: Background Information

Please tick where appropriate in the spaces provided.

1. What is your age bracket?

   a) 18-25 [ ]
   b) 26-35 [ ]
   c) 36-45 [ ]
   d) Above 45 [ ]

2. What is your highest academic qualification (tick only the highest level)

   Primary level [ ]
   Secondary level [ ]
   Certificate [ ]
   Tertiary level-diploma [ ]
   University (graduate) [ ]
   University (Post graduate) [ ]

3. What position do you hold in the group project?

   Project committee Member [ ]
   Project manager [ ]
   Project member [ ]
   Others [ ] Please specify..........................

4. For how many years has your project existed?
Less than 1Yr [ ] 1-3 Yrs [ ]
4-8 Yrs [ ] 9-12 Yrs [ ]
More than 12 Yrs [ ]

5. Number of members in your project

Less than 5 [ ] 6- 10 [ ]
11-20 [ ] More than 20 [ ]

6. What was your main purpose of starting the group project?

Community tradition [ ] For investment [ ]
To help needy [ ] Increase income [ ]
To be self employed [ ] Others [ ] please specify...............
SECTION B: Sustainability of the projects

7. To what extent are the following sustainability measurement criteria been achieved? (Tick where appropriate using the key below)

5= very great extent, 4= great extent, 3= moderate extent, 2= minimal extent, 1= not achieved at all

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am satisfied with financial resources we have in running the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>organizations projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is growth in the projects we initiate in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our projects have better social accessibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have information to exploit business opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The objectives of our projects are always met</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have increased profits from the projects we run</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. What factors influence sustainability of projects

Insufficient funds [ ]                                                        Insufficient resources [ ]
Internal wrangles [ ]                                                        Change of priorities [ ]
Insufficient technical skills [ ]                                             Poor planning by committee members [ ]

9. In your own opinion how can projects be sustained

..............................................................................................................................................................
..............................................................................................................................................................
..............................................................................................................................................................
..............................................................................................................................................................
..............................................................................................................................................................
### SECTION C: Resource Mobilization

#### 10. Acquisition of Financial Resources

10.1 Do you have enough funds to run your project?

Yes [ ]

No [ ]

Please rate how strongly you agree or disagree with each of the following statements by placing a tick in the appropriate box.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.2</td>
<td>We have access to loans to run our projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.3</td>
<td>We sometimes receive grants from well wishers to help in running our projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.4</td>
<td>We do group contributions to run our project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.5</td>
<td>We have income generating activities in our organization to boost our financial resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.6</td>
<td>We conduct fundraising to get money to run the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10.7 In your own opinion, how else do you ensure there is enough funds to run your projects?

..................................................................................................................................................
11. **Human Resource Mapping**

Please rate how strongly you agree or disagree with each of the following statements by placing a tick in the appropriate box.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1 We have competent members who have the required knowledge and skills to run our projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.2 We recruit volunteers and also interns to help in running our projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.3 We attend induction seminars on how to run the projects effectively</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.4 Our project management team has enough personnel to run the projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11.5. In your own opinion, how else do you map resources in your women group (if at all you do) to ensure you projects remain sustainable.

...........................................................................................................................................................................
...........................................................................................................................................................................
...........................................................................................................................................................................
11.6 In your own opinion in which other ways can resources be mobilized to ensure projects are sustained especially when the donors exit.

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

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

12. **Acquisition of physical resources**

   12.1 In your own opinion does your group have adequate physical resources in order to effectively run its operations to ensure that its projects are sustainable?

   Yes [   ] No [  ]

   12.2 If the answer in 12.1 above is No, Please explain which physical resources your group lacks, that could have a significance effect on the sustainability of its projects

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
Please rate how strongly you agree or disagree with each of the following statements by placing a tick in the appropriate box.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.3</td>
<td>We have office and office equipments to run the project operations in order to make them sustainable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.4</td>
<td>We have the necessary machinery and tools in our organization to run the daily operations within the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.5</td>
<td>We don’t own space and hence we pay rent from where we operate our organization activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. **Community Involvement and Participation**

13.1. Do you involve the community in planning and executing your group projects?
Yes [ ]  No [ ]

13.2. If the answer in 13.1 above is yes, please explain how?
............................................................................................................................
............................................................................................................................
............................................................................................................................
............................................................................................................................
............................................................................................................................
Please rate how strongly you agree or disagree with each of the following statements by placing a tick in the appropriate box.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.3</td>
<td>We involve the community in designing programs to run our projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.4</td>
<td>We involve the community in monitoring the operations of our projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.5</td>
<td>We give priority to the needs of the community when planning and implementing the projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13.6. In your own opinion, does involving of the community in planning and executing of the projects help to make the projects more sustainable?

----------------------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------------------------

14. Please indicate the extent to which you concur with the following statements concerning the listed variables and the sustainability of women group projects in Vihiga County, Kenya. The scale below will be applicable:
5= to a very large extent 4= Large extent 3= moderate extent 2= small extent 1=very small extent.

<table>
<thead>
<tr>
<th>No</th>
<th>Statement</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Community participation has led to sustainability of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Acquisition of physical resources has led to sustainability of the women projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Mapping of human resources has led to sustainability of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Acquisition of financial resources leads to sustainability of projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Resource mobilization has led to sustainability of the women projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School
TO: Odenyo Collins
C/o Management Science Dept.

DATE: 16th January, 2018
REF: D53/CE/26134/2014

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 10th January, 2018 approved your Research Project Proposal for the M.B.A Degree Entitled, “Influence of Resource Mobilization on Sustainability of Women Group Projects in Vihiga County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

KENNETH MAINA
FOR: DEAN, GRADUATE SCHOOL

cc. Chairman, Management Science Department.
Supervisors:

1. Dr. Rosemary James
C/o Department of Management Science
Kenyatta University
APPENDIX IV: RESEARCH AUTHORIZATION

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CE/26134/2014

DATE: 16th January, 2018

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30823-00100
NAIROBI

Dear Sir/Madam,


I write to introduce Mr. Odeny Collins who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Management Science.

Mr. Odeny Collins intends to conduct research for a M.B.A Project Proposal entitled, “Influence of Resource Mobilization on Sustainability of Women Group Projects in Vihiga County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
APPENDIX V: PERMIT LETTER FROM NACOSTI

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471, 2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dgm@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref. No. NACOSTI/P/18/53828/22095

Date: 10th April, 2018

Collins Odenyo
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Influence of human resource mobilization on sustainability of women group projects in Vihiga County, Kenya,” I am pleased to inform you that you have been authorized to undertake research in Vihiga County for the period ending 9th April, 2019.

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

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

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Vihiga County.

The County Director of Education
Vihiga County.
THIS IS TO CERTIFY THAT:
MR. COLLINS ODENYO
of KENYATTA UNIVERSITY, 0-40100
Kisumu, has been permitted to conduct research in Vihiga County

on the topic: INFLUENCE OF HUMAN RESOURCE MOBILIZATION ON SUSTAINABILITY OF WOMEN GROUP PROJECTS IN VIHIGA COUNTY, KENYA.

for the period ending:
9th April, 2019

Permit No: NACOSTI/P/18/53828/22095
Date Of Issue: 10th April, 2018
Fee Received: Ksh 1000

Applicant's Signature

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

Director General
National Commission for Science, Technology & Innovation

ORIGINAL

OFFICIAL RECEIPT

Sl no.
2018

Received from
Mr. Collins Odeny
Date
10th April, 2018

Shillings
1000

Voucher No.
123456789

USD
0

Kshs
1000

NACOSTI

Signature of Official receiving remittance
APPENDIX VI: COUNTY DIRECTOR OF EDUCATION PERMIT

MINISTRY OF EDUCATION
STATE DEPARTMENT OF EDUCATION

TO WHOM IT MAY CONCERN

RE: AUTHORITY TO CONDUCT RESEARCH
Mr. COLLINS ODENYO

Reference is made to your letter Ref No. NACOSTI/P/18/53828/22095 dated 10th APRIL, 2018.

Permission is hereby granted to the above named student from Kenyatta University- to conduct research on "Influence of Resource Mobilization On Sustainability Of Women Group Projects in Vihiga county „Kenya” in Vihiga County to enable him write a thesis as required by his Institution.

Kindly note, in order for the office to be informed a copy of the same be shared with the County Education office for intervention purposes upon completion of the research.

For: COUNTY DIRECTOR OF EDUCATION
AWUOR T. A
County Director of Education
VIHIGA COUNTY

Cc
County Commissioner
VIHIGA
To Whom It May Concern

Re: Research Authorization – Collins Odenyo.

This is to introduce to you Collins Odenyo who is a student of Kenyatta University to carry out research on “Influence of Resource Mobilization on Sustainability of Women Group Projects in Vihiga County” for a period ending 9th April, 2019.

Kindly accord him all the necessary assistance.

J.K. Chelimo
County Commissioner
Vihiga County.