

**DETERMINANTS OF SUSTAINABILITY OF WOMEN'S DEVELOPMENT
PROJECTS FUNDED BY NON- GOVERNMENTAL ORGANIZATIONS
KISUMU CENTRAL, KENYA**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

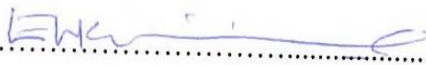
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DEDICATION

To all my children: Eddie, Joano, Roy and Timothy.

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OPERATIONAL DEFINITION OF SIGNIFICANT TERMS

Beneficiary: Refers to the persons or the community that benefit from the women development project outputs.

Development: The term is defined as the qualitative positive change from a bad to a better state in the quality of life and the enjoyment of basic needs of life.

Funding: This refers to financial sponsorship of the women's development projects by the NGOs

Gender: This refers to the social and cultural aspects attributed to the biological distribution between men and women.

Gender roles: The roles that a particular cultural group considers appropriate for males and females on the basis of their biological sex.

Participation: A process during which individuals, groups and organizations are actively involved in a project or programme of activities.

Project: Is an undertaking with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.

Sustainability: The ability of the programs to continue to positively connect and impact on the beneficiaries even after the programmes is wound up.

Sustainable Development: This is a process whereby people are able to use the available resources to meet their needs without compromising the ability of the future generations to meet their own needs using the same resources.

LIST OF ABBREVIATIONS AND ACRONYMS

AIDs - Acquired Immune Deficiency Syndrome

HIV - Human Immune deficiency Virus

ICAP - International Center for Alleviation of Poverty

K-MET - Kenya Medical Trust

KNBS - Kenya National Bureau of Statistics

LDCs -least Developed Countries

NCST - National Council of Science and Technology

NGOs - Non-governmental organizations

RoK - Republic of Kenya

SPSS - Statistical Package for Social Sciences

UNAID - United Nations Aid

UNDP - United Nations Development Programme

WIFIP - Women in Fishing Industry Project

ABSTRACT

Although NGOs and other donor agencies play a crucial role in supporting development projects some development projects are not sustained and mostly collapse shortly after withdrawal of donor support. Out of this concern, this study focused on the determinants of sustainability of the development projects funded by NGOs. The study focused on the development project in Kisumu central sub-county, Kenya. The objectives that guided the study were: to investigate the categories of activities within the women development projects funded by NGOs, identify challenges faced by women development projects funded by NGOs and identify strategies put in place by the NGOs for upholding sustainability of women's development projects funded by the NGOs in Kisumu central sub-county. The study was guided by two theories, institutional theory advanced by Scot (2004) and economic theory by Meyer, (1983). The study used the descriptive design approach. The total number of registered NGOs in the sub-county was 50 but WIFIP (women in the fishing industry) and K-MET (Kenya Medical Trust Fund) were purposively sampled since they specifically fund women development projects. The total number of projects funded by K-MET were 15 whereas in WIFIP they were 12, using systematic random sampling, the 17 and 12 third projects were selected giving a total of 4 projects funded by K-MET and 3 funded by WIFIP giving a total of 7 projects. From all the projects there were 500 beneficiaries. Nineteen percent was computed giving a total of 96 respondents. This was used to form 12 focus group discussions (FGDs) comprising eight members per project. Six project leaders from WIFIP and 7 from K-MET, 5 finance managers from WIFIP were also chosen while from K-MET there were 7 selected. Officer in charge from the ministry of gender and social service and the regional NGO coordinators were purposefully selected as key informants'. Research instruments for data collection were questionnaires for project coordinators from the two NGOs, focus group discussion guide for the women beneficiaries from the selected projects and an interview guide for government official. Observation was also done in the course of data collection mostly to confirm some of the information gathered during interviews. Data analysis was done using statistical package for social sciences (SPSS) whereby descriptive statistics such as frequency and percentages were computed. The study findings revealed that beneficiaries' involvement, training on project management and stakeholder need analysis are key in sustainability of women development projects. The study recommends that the county government should come up with programs that can help women generate funds without collaterals. The county government in conjunction with the ministry of Gender, Children and Social Services should create women specific 'Kiti' which can lend money to women at affordable interest rates. The NGOs should be encouraged to involve the stake holders at all stages of project development. The government in collaborations with non-government organizations should work in close partnership to develop a training package on issues of gender balance putting more emphasis on practical; gender needs and strategic gender wants which hinder them from participating fully in the development process as this affects the sustainability of the funded projects

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Women being the backbone of rural economies in developing countries especially in Africa, play a significant role to ensure their families wellbeing by providing food, shelter, healthcare and education (Kibas, 2005). Being the majority, about 51% of the rural population, their role is crucial in bringing about change in their communities. Sustainability of their development projects is therefore quite significant. Sustainability is used in many contexts and with widely different meanings. In this context of donor-funded development programmes and projects, sustainability can be defined as the continuation of benefits after major assistance from donor has been completed or withdrawn. The focus is on sustaining the flow of benefits into the future rather than on sustainable programmes or projects.

Projects are by definition investment with a start and finish date. (Levis David 2001; Judith Tenders, 1982). According to Lewis David (2001), sustainability does not mean that the activities required to develop new structures be sustained but rather that the new structures are appropriately owned by the stakeholders and supported on ongoing basis with locally available resources, they will therefore, be maintained after major assistance from donors or government has been wound up to the time they are no longer required or relevant. Managing sustainability is a process aimed at maximizing the flow of sustainable benefits, it should be an ongoing process and needs to be reviewed and updated as circumstances change and lessons are learned from experiences.

Maintaining benefits flows after major external funding is completed assumes that stakeholders (government, community groups and private sector) will provide an appropriate level of financial, technical and managerial resources. However, AID providers may need to provide some limited follow-on assistance such as intermittent technical support (including sector advisory visits or supplementing financial support to enhance the prospects for sustainability and consolidate achievements.

Globally, women development projects have played a significant role especially in the developing nations (UNDP, 2002). Their contribution has had a positive impact on trade and overall economic growth of many nations. This in turn has helped improve the global economy, (United Nations, 2005). Willete (2006) adds that non-governmental organizations (NGOs) have contributed immensely to the survival and sustainability of these women development projects.

Non-Governmental organizations (NGOs) today form a prominent part of the development machinery in the developing world and generally seem to be playing an increasing important role in development. They are recognized as an indispensable part of society and the economy, (ISSA 2005P.L). As part of the measures aimed at addressing the conditions of the people and a means to reduce the imbalances between rural and urban areas in terms of development, NGOs are playing a crucial role. NGOs have been variedly defined by different scholars, Willet (2006) describes NGOs as independent voluntary associations of people acting together on a continuous basis for some common purposes, other than achieving government office, making money or illegal activities while Stainber (2003) defined NGOs as non-profit and non-politically

affiliated organization that advance a particular cause or set of causes in public interest. For the purpose of this study, NGO funded projects are defined as those projects sponsored by international aid agencies through local organizations as intermediaries excluding those supported by locally generated resources including resources from government.

According to Overseas Development Institute (2006) between 10% and 15% of all aid to developing countries is channeled by or through Non- Governmental Organizations (NGOs). Although emergency assistance accounts for a significant (and in recent years rising), share of total NGO aid flows, the majority of NGO are currently providing for development projects and programs. Governments encourage NGOs and private sectors to undertake steps for development of women by liberalizing its policies (UNSD). Funded projects by NGOs in Bangladesh and in India successfully shifted productive resources into poor women's hands and they in turn were demonstrating how women's enhanced incomes were applied to raise household nutrition levels and improve the health and education status of their children. Scheneider (1995) quoted in Alan fowler and Erick James (1994); says that NGOs play a unique and largely a successful role in assisting and strengthening. A UNDP report (rid), Scheneider points to a number of cases where projects strengthen the capacity of communities to improve their bargaining positions with government as well as having a significant impact in empowering the poor, especially women. It is further argued that the mobilization aspect of development in the sense of forming strong groups and civic association appears successful but there is little in sight as to their durability or impact in altering the power structures of the society.

Arguably, NGOs possess development capacities and capabilities that states and governments lack and are acceptable as necessary part of the development. (Lain Attack, 1999 pg. 6). Although scholars like Gerald M. Sternbar(1983) argue that NGOs aren't democratic institutions and have no democratic accountability. Literature suggests, NGOs have a comparative advantage in local accountability in dependent assessment of issues and problems, expertise and advice reaching important constituencies, provision and dissemination of information, awareness raising and proximity to their clients.(African Recovery 1999).

In Ghana, the USAID report (2009) assets that there are 4,463 registered NGOs and an increasing number is registered every year. The Savelugo Nantong District in Northern region alone is home to twenty-one (21) NGOs both local and international serving various purposes to promote the good and wellbeing of the human kind. The considerable growth and influence of the NGOs in the district has promoted renewed interest in their development role to ensure sustainable development in the Savelugo Nantong District.

In Kenya, the NGOs funding women development projects are key actors in eliminating discrimination against women and promoting gender equity and equality (UNDP 2008). The country's commitment to addressing gender equity and inequalities can also be traced in both international and national policy commitments. The second third and fifth Millennium Development Goals (MDGs) underscore the need for gender parity especially in education and access to socio-economic and political opportunities by 2015. As a result, the country has put in place various policies and interventions including legislation, female specific policies plans and programmes aimed at addressing specific

gender gaps or forms of discrimination. Such interventions include affirmative action, promotion of girl child education, and gender mainstreaming and women economic empowerment through introduction of women Development Fund. (USAID, 2005). However, according to Richard Jones (1987), little attention has been paid to factors determining sustainability of women funded projects which can make women generate benefits to the community even after the withdrawal of support from the government and the donors.

In Kisumu central sub-county, having sustainable women development projects goes hand in hand with promotion of skills and investment enterprise for the benefits of local communities. (Poverty Reduction Strategy Paper (2008-2012). The donor agencies are, therefore, involved in funding of micro-enterprise, Development of small- scale business like pottery, basketry and making the improved jiko aimed at improving the living standards of families, households, groups and individuals (Kisumu District Economic Survey 2008-2012). All these projects have very good intentions but at the end of funding period some of these projects, do fairly well while others stagnate. This is the main purpose of this study to investigate the factors determining sustainability of the women NGO funded development projects in Kisumu Central Sub-county.

1.2 Statement of the Problem

NGOs fund numerous women development projects in developing countries. Kisumu County has a massive presence of NGOs and other donor agencies supporting various Women development projects. The funding is intended to improve the socio economic and the living standard of the women and their families in the area. However, according

to Diane (2007) most of these projects are rarely sustained while most of them terminate their operation after the withdrawal of NGOs funding yet there is need to ensure the sustainability of the women projects since they not only improve the social welfare of the women but also have a significant contribution towards economic development of the area. Kisumu County was specifically targeted due to high vulnerability of the women along the lake region (Poverty alleviation strategy Paper, 2005). Several studies have been done on Government, NGOs and donor funding in general. For example, a study done by USAID focused on the effective use of funds in government funded projects (Quality Assurance Series, 2000) while Heeks et al (1998) focused on the adequacy of funding of the women projects by NGOs. Studies by Gilliam *et al.*, (2003) focused on the monitoring and evaluation of NGO funded project while Crawford and Bryce (2003) focused on accountability of NGOs funds. As such studies investigating the sustainability of women NGOs funded development projects this poses a knowledge gap which this study sought to fill. The study focused on the women funded projects in Kisumu Central Sub-county Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish determinants of sustainability of women development projects funded by NGOs in Kisumu Central Sub-county, Kisumu County.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To investigate the categories of activities within the women development projects funded by NGOs in Kisumu Central Sub-county.

- ii. To establish existing mechanisms for sustaining women development projects funded by NGOs in Kisumu Central Sub-county.
- iii. To identify challenges of sustainability faced by women in the NGO funded development projects during post-NGO funding.
- iv. To identify viable strategies for upholding sustainability of women development projects funded by NGOs in Kisumu Central Sub-county, Kisumu County.

1.5 Research Questions

Based on the stated objectives, the following research questions were investigated:

- i. Which categories of activities within the women development projects are funded by NGOs?
- ii. What are the mechanisms that the NGOs have put in place for sustaining women development projects they fund in Kisumu Central Sub-county?
- iii. What are the challenges of sustainability faced by the women in the NGO funded development projects?
- iv. What are the viable strategies that NGOs can put in place for upholding sustainability in the women funded development projects in Kisumu Central Sub-county in Kisumu County

1.6 Justification and Significance of the Study

The study focuses on the determinants of sustainability of women funded projects which are one of goals of development. It is an important aspect in the country's development process. Additionally the challenge of failed development projects after the donors pull

out is a reality. It is also anticipated that the results of the study may be an important source of additional knowledge on sustainability of women's development projects funded by NGOs

Beneficiaries from different donor funded projects may also benefit from the findings of this study in improving their economic status by getting involved in contribution of shares as a group which in turn is shared among the members after a given period of time.

Further, recommendations from the findings may help other development project members in sustaining the funded projects so that they continue to harness the benefits even after the withdrawal of the external support.

NGOs funding various development projects in and out of the area of study may utilize the recommendations in formulating policies which will ensure sustainability of respective projects.

The findings, conclusions and recommendations will add to the existing body of knowledge in the area. At the same time scholars and researchers may utilize the study in future research undertakings.

1.7 Scope and limitation of the study

The study was confined to 13 women development projects funded by NGOs in Kisumu Central Sub-county. The focus was based on determinants of sustainability of women development projects funded by NGOs, financial managers, project coordinators and project managers. This meant that issues related to the funding and operations of the project were out of focus for the study. Another noted limitation was to do with the generalization of the findings to other NGOs funded projects. Equally noted is that generalization to other women funded projects in Kenya or elsewhere should also be done with caution since there could be specific issues unique to the area of study that may affect sustainability.

In the projects, sensitivity of the issues on the ground concerning funding was quite limiting to the investigator. This was overcome by convincing the respondents that the information was specifically for academic purposes and was not going to be used for victimization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review and theoretical review. The various sections presented in the chapter include; sustainability of NGOs funded development projects, project financial system of NGO-funded Women Development projects, technology support for NGO-funded development projects, transparency and accountability, NGOs funding policies for women development projects, Theoretical framework and conceptual framework.

2.2 Sustainability of Funded Development Projects

There have been various definitions of sustainability by numerous authors in the literature. For example, according to Stephens and Smuts (2001), project sustainability refers to the ability of the project to continue with its intended impacts either after community or beneficiary take over or withdrawal of the donor support while Chapman et al., (2006) define sustainability as the ability of an activity or system to persist. The definition adopted in this study was given by IFAD in 2009 which defined sustainability as ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project (IFAD, 2009).

On the other hand, sustainable development also reflects a crisis of vision in the goals and means of international development. More specifically, it offers a powerful challenge to conceptions of development that emphasize rapid, even ruthless, economic development for a few at the expense of economic, environmental, and even human destruction for the

many. Sustainable development also challenges the highly sectoral nature of contemporary development practice, especially the willingness of governments and businesses to exchange long-term costs in some sectors for short-term improvements in others (Estes, 2004).

Todaro and Smith (2006) define development as a multidimensional process involving major changes in social structures, popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequality and eradication of poverty. For the purpose of this research, the rural citizens in the selected sub-county of this study define development as the qualitative positive change from a bad to a better state in the quality of life, and the enjoyment of basic needs of life.

According to Estes (2004), sustainable development is also the product of the fundamental social changes and international political realignments that are occurring as a result of the collapse of communism. In a seemingly more chaotic and needy world, sustainable development offers at least general guidance to those newly emerging countries that are seeking to accelerate their development. For already economically advanced countries, sustainable development contains the possibility for the emergence of new patterns of international relationships based on mutual interests and humanitarianism. For the world's developing countries, but especially least developing countries (LDCs), sustainable development offers renewed hope for increased self-sufficiency, independence, and positive growth.

2.3 Nature of NGOs Funded Development Projects in Kenya

Non-governmental organizations are legally constituted corporations that operate independently from any form of government. The term originated from the United Nations .In the United States, NGOs are typically nonprofit organizations. The term is usually applied only to organizations that pursue wider social aims that have, but are not openly political organizations such as political parties (Kubif, 1999).

NGOs are difficult to define and classify, and the term is not used consistently, as a result there are many difficult classifications in use. The most common NGOs use a framework that includes orientation and level of operation. A NGOs orientation refers to the type of activities it takes on. These activities might include human rights, environmental or development work. Its level of operation indicates the scale at which an organization works such as local, regional, international or national. NGO types can be understood by their orientation and level of cooperation.

NGO type by level of orientation in Kenya:

- Charitable Orientation often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed towards meeting the needs of the poor.
- Service Orientation includes NGOs with activities such as the provision of health, family planning or education services in which the programme is designed by the NGO and people are expected to participate in its implementation and in receiving the service.

- Participatory Orientation is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labour etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages.
- Empowering Orientation aims to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. There is maximum involvement of the beneficiaries with NGOs acting as facilitators.

NGO type by level of cooperation in Kenya:

- Community-based Organizations (CBOs) arise out of people's own initiatives. They can be responsible for raising the consciousness of the urban poor, helping them to understand their rights in accessing needed services, and providing such services.
- Citywide Organizations include organizations such as chambers of commerce and industry, coalitions of business, ethnic or educational groups, and associations of community organizations.
- National NGOs include national organizations such as the Red Cross, YMCAs/YWCAs, professional associations, etc. Some have state and city branches and assist local NGOs.
- International NGOs range from secular agencies such as Redda Barna and Save the Children organizations, OXFAM, CARE, Ford Foundation, and Rockefeller

Foundation to religiously motivated groups. They can be responsible for funding local NGOs, institutions and projects and implementing projects.

The NGOs in Kisumu constituency are active and have based their roles in a cross section of sectors including, agriculture, water, education environment, health, human rights, gender and development, children's rights, poverty alleviations peace population, training, counseling, small scale enterprise, disability among others (NGO Coordination Board, 2012). In this study the researcher was interested in the NGO funded development projects for the women only

2.4 Workable Mechanisms for project sustainability

Various strategies have been found to contribute to project sustainability. These included project financial systems, technology use, transparency and accountability and funding policies

Most NGO funding development projects have in place mechanisms of ensuring sustainability of their funded projects. These mechanisms are discussed below.

a. Project Financial Systems.

Crawford and Bryce (2003) observed that one way to ensure project sustainability is to ensure that project financial resources are tracked with a project budget as well as with the project activities leaving cost attached to them, with comparison of what has been spent on project activities with what should have been spent as per planned expenditure in the budget.

This information of expenditure is obtained from the individuals in charge of project accounts. This comparison of actual expenditure versus planned expenditure should be done regularly to determine if the project is not going over budget.

Rono (2008) in her study on financial sustainability of NGOs projects in Nairobi revealed that dependence on donor funding was high with low utilization of internal resources, with use of the services offered to provide a descent return lacking.

Okun (2008) posit that donor funding policies can be a hindrance to the project sustainability. Among the donor policies that affect most of the projects include; contracts preparation, duration of donor funding, donor planning horizon and operation and maintenance cost policies.

Lack of adequate financial resources to carry out monitoring and evaluation is another challenge faced by the local NGOs. However, the funds provided by most of these donors are project driven short-term funds which do not factor into the whole funding mechanism policies that will ensure that such projects become sustainable after the funds have been withdrawn (Heeks & Baavis, 1998). A good number of NGOs funded women development projects lack adequate funding for their activities: this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation are looked at as an expense that they cannot afford. If any is done, then it is done superficially, just recording a few activities and irregularly (Gibbs et al., 2002; Gilliam et al., 2003). Lack of funds means that NGOs may not be in a position to bring in external evaluators: they may not be able to adequately collect all the

necessary data. It may also mean that they may not be able to afford computers and any other technology to aid the monitoring and evaluation function.

b. Technological Support.

For rural projects to be sustainable, appropriate technology must be used. Where the technology deployed is remote from the users' capacity to maintain, operate or pay for it, prospects of sustainability of services are equally remote. Therefore, it is experience with a number of projects that can ultimately lead to a better choice of technology (Harold et al.). Skinner in Harold et al., (2003) indicated that technology is required in operating, maintenance and management of rural projects.

To guarantee the sustainability of women projects and the associated benefits, it is necessary to provide technological support and guidance that address a range of issues. Computers can be of immense value in monitoring and evaluation process. The analysis of data should be aided by computers where applicable, for example, if a questionnaire was distributed as a tool in the monitoring and evaluation, software like Microsoft Excel, SPSS, can be used to analyze the responses. Numerical data like counts of people served, attendances of activities, number of materials distributed can be aggregated and information stored over the lifelong of the project more efficiently and reduce on paper work and its associated disadvantages (Kelly & Magongo, 2004). This is a very good practice because it makes the task of managing monitoring and evaluating information more effective and efficient. Other applications of computers are in word processing and in report writing. Modern technologies support good communication which is fundamental to effective management of the organization, allowing available resources to

be appropriately allocated to meet the organization's obligations and maintain services for the community over the long term (Gilliam et al., 2003).

c. **Transparency and Accountability.**

For the success of any development project, the donors and other stakeholders expect transparency, proper accountability and good project performance from the project implementers. The stakeholders require accountability in terms of resource use and impact of the project, transparency and good project performance. Crawford and Bryce (2003) define accountability in the context of NGOs as the means by which individuals or organizations report to recognized authority and are held responsible for their actions. They further discuss that accountability entails transparency in decision-making and honest reporting of how and what resources have been used and what has been achieved by the project. It is important that there is accountability of the resources so that donors are motivated to commit more funds. Other stakeholders also "own" the project if it is accountable to them and is not seen as a money-making venture for a few individuals.

Avina (1993) distinguishes between short-term functional accountability i.e. accounting for resource use and immediate impacts and strategic accountability: accounting for the impacts that NGOs actions have on the actions of other organizations and the wider environment. UNAIDS (2004) argues that accountability in the aid context has got two dimensions to it, the horizontal and vertical. The vertical has got the upward accountability to the donors in terms of resource use, results of the projects and the downward accountability to the beneficiaries, those directly or indirectly affected by the

disease. The horizontal dimension of accountability entails accountability within and across partnerships donor to donor, public/private sector and within the women funded projects. There is unanimity among the different authors that the NGOs should be accountable to all the stakeholders of the projects they implement inclusive of the beneficiaries who are normally looked at by the implementers as people who are fortunate that the project was conceived hence they should not ask questions (Lockwood, 2002; Schouten & Moriarty, 2003; PMI, 2004).

NGOs Funding Policies.

NGOs funding policies adopted influence significantly the sustainability of a project. The policies influence how contracts are prepared, funds are allocated, the duration of funding, and what is funded. A policy is typically described as a principle or rule to guide decisions and achieve rational outcome(s) (ILO, 1997).

NGO's should consider funding pre-project expenses to ensure projects are designed to be sustainable. NGOs need to be included in every stage of the project cycle, especially during design and planning (Viravaidya & Hayssen, 2001). Institutional assistance in the form of training in finance, administration and management should be provided by donors to improve NGO performance and delivery of development assistance. Within the NGO community, there is need for improved project appraisal and design capacity and for further definition of the methodology and systems used for this process. Lessons learned should play a more important role and greater thought should be given to the day-to-day administration of projects. More attention needs to be placed on gathering baseline information at the beginning of the project appraisal process so that the impact of projects

may be highlighted against the original situation in which they were conceived (Cameron & Cocking, 2000). Funding is a critical issue for NGOs. Balancing financial accountability and autonomy requires carefully negotiated but flexible agreements between donor and NGOs. Creative financing mechanisms should be developed and maintained by donors.

2.5 Sustainability and Related Challenges for NGOs-Funded Development Projects

The strengths of NGO depend on the NGO structure itself and its ability to contribute to each phase of the project cycle. However, this ability is diminished when the NGO attempts to work in too many sectors and geographic regions. NGOs are effective in projects targeted at improving the basic standard of living of the poor. In terms of the project cycle, evidence has accumulated to suggest that inadequate project preparation is responsible for a high percentage of projects that fail to meet their objectives (Karl, 2003). Challenges such as illiteracy among members, lack of effective communication , transparency, and accountability and group size.

Kelly and Magongo (2004) recognized poor governance within the NGO sector as one of the key challenges facing sustainability of many projects. Knowledge of good governance varies widely, but most project managers have very little understanding on the roles and functions of all the project staff, participants, financiers and stakeholders. Crawford and Bryce (2003) agree with this view that it is difficult to achieve good governance within funded projects since some project funders insist on owning the projects for their own selfish purposes. This is fundamental to accountability and transparency. Many projects mismanage the available resources resulting to project closure.

Viravaidya and Hayssen (2001) identified absence of strategic planning as one of the major challenges facing NGO funded projects. Few projects have strategic plans which would enable them to have ownership over their mission, values and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time.

Poor staff competencies pose a major challenge in many development projects. Staff competencies are crucial for the smooth management of the funds given by NGOs in the women development projects. Well-trained staffs are able to prudently plan and utilize the resources in the right manner (King & Hill, 2006). With reference to education, Blum (1991) had revealed education as a facilitating factor towards achieving group participation and overall effectiveness of extension services. Only about 26 per cent respondents did not possess any formal education and with the benefit of socialization garnered in the course of their various socio-economic interactions and pursuit, lack of education has ceased to be a constraining factor in their socio-economic activities. In the same vein, Karl (1995) opined that education empowers women by increasing their ability to earn an independent income, increases their status, provides them with a basic knowledge of their rights as individuals and ultimately enhances their input into family and community decision-making. In essence, the women's moderate level of educational attainment is seen as a factor in making them cohabit and function as a group and may have much effect on the groups being chosen to participate in and derive benefits from WNGO activities. Hence, educational level attainment may not have a direct impact on WNGO activities but on group cohesion.

Women of the developing nations typically lack schooling and training, which in turn limits what they are able to offer to the economy because their skills and abilities are restricted. King and Hill (2006) reaffirm that educational gender gap exists in developing countries; which indicates that women's educational level in developing nations are farther behind than men. Based on the knowledge of the culture by the investigator, it can be presumed that women are part of that educational gap (King & Hill, 2006).

Another challenge that faces many development projects is the management of the projects dynamics. The project dynamics encompasses issues on size of the project and the number of individuals involved in the implementation of a project. There is a consensus in literature that the smaller the number of group members, the better the chances of group success. A study by Hopley and Shah (1996) reported that group may collapse after 30-40 members. They also admonish that a group becomes less effective if it falls below a minimum threshold level (of 15-20 members) (Lokorwe & Mp`abanga, 2007).

NGOs have gained increasing recognition because they tend to be more sensitive to the needs and aspirations of poor communities, minorities and women. Non-Governmental Organizations (NGOs) have become influential development players in the developing world in recent decades and are getting involved in "sustainable" activities. NGOs are seen to have specific advantages over other means of delivering development assistance by a majority of donors. They are perceived to be more flexible and innovative in implementing development projects. NGOs know the community's needs because they are a part of the community. Their projects involve a high degree of participation. NGOs'

knowledge of the local resource base and how best to capitalize on the skills of the local people and organizations provide a unique advantage for implementing local development projects. NGOs tend to provide assistance to the poorest sections of society. The general belief held by donors is that NGOs apply original low cost solutions so they are cost-efficient deliverers of development aid. Donors believe NGOs have a comparative advantage in particular types of activities. A high priority is given to projects that foster self-reliance by encouraging local management, financing, and initiatives. Other programme areas include those that enhance or protect the environment, contribute to social justice through assisting low-income and disadvantaged groups with limited access to funds, alleviate poverty, focus on rural and community development, provide education and skills training, and include women as participants and beneficiaries (Cameron & Cocking, 2000).

The NGOs in Kisumu constituency are active and have based their roles in a cross section of sectors including: agriculture, water, education, environment, health, human rights, gender and development, child rights, poverty alleviation, peace, population, training, counselling, small-scale enterprises, disability among others. Their mission is to support ongoing development programmes, initiating new development projects and engaging community in development, in collaboration with the Government and stakeholders, both in the public and private sectors.

2.6 Strategies for Sustainability of NGOs funded Development Projects

As early 1980s the International Development Community valued project sustainability. Sustainability strategies that can be adopted are:

a) Broad Reconnaissance

Broad reconnaissance is a normal part of project identification. The difference for sustainability lies in the breadth of the sectors covered by the various research methodologies employed and the extended timeframe of the sustainability assessment. The goal is to develop a comprehensive understanding of the project context -- socially, politically, and economically, remembering the priority of an outward focus with close links to the human side of the context. In practice, this means a blend of research methods in order to incorporate both facts and feelings. Broad reconnaissance can be achieved through a strategic approach (Marcus, 2005).

b) Stakeholder Analysis

According to Marcus (2005) stakeholder analysis is a key part of sustainability assessment which is sometimes overshadowed by the effectiveness of analysis at the identification stage. Stakeholder analysis at this stage consists of identifying whose interests are important to the sustainability of the project in terms of providing tangible and intangible resources and support. "Stakeholders" can be a group or an individual. At the fact-finding stage, the planner needs to be more comprehensive because project ideas are still general but by the end of the identification process, stakeholders need to be identified specifically enough to be included in the structured participation process.

c) Structured Participation

Marcus (2005) argues that Structured Participation is another key area of additive focus for a sustainability assessment. Two key tools for incorporating it are action planning and the logical framework approach. This term refers to the process whereby the project identification process is very intimately linked with the environment where the project is planned and intended to be sustained. It is accepted wisdom that to be sustainable over

the long term, projects must deliver benefits through a viable institutional mechanism, and those benefits must be in sufficient demand to generate the resources needed to sustain that institution.

Identifying such a combination in five or more years before the desired outcome is a daunting challenge. The planner is usually an outsider with a big stake in getting the project identification accepted, and perhaps even designed, by the various actors. The planner is rarely responsible for implementation. Structured participation brings a diverse population of stakeholders into the identification process to add their substantial knowledge and insights. In this way, the planner comes away with a sustainable project concept, based on reality as all the players know it. This process is frequently guided by an outside professional entity with expertise in the process.

2.7 Theoretical Framework

This study was guided by the institutional and the economic theory which focus on the deeper and more resilient aspects of social structure as advanced by Scott (2004) and Meyer (1983). The institutional theory considers the processes by which structures, including schemes; rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2004). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse.

Scott (1995) indicated that, in order to survive, NGOs and the associated groups must conform to the rules and belief systems prevailing in the environment because institutional isomorphism, both structural and procedural, will earn the organization

legitimacy (Dacin, 1997). NGOs and other women development projects operating in different countries with varying institutional environments will face diverse pressures. Some of those pressures in host and home institutional environments are testified to exert fundamental influences on competitive strategy (Porter, 1990) and human resource management (HRM) practices (Zaheer, 1995). There is substantial evidence that firms in different types of economies react differently to similar challenges (Knetter, 1989). Socio-economic and political factors constitute an institutional structure of a particular environment which provides NGOs with advantages for engaging in specific types of activities there. Intended project activities tend to perform more efficiently if they receive the institutional support. On a global scale, the political challenge of sustainability raises a set of basic problems and comprehensive goals. Elaborating on the view of projects as instruments of change, it is evident that a (more) sustainable society requires projects to realize change.

In terms of sustainability, the rules the believes of the community members will influence their participation in the development projects and therefore proper needs analysis of the community members should to be carried out as supported by Bendelle ,(2006).

On the other hand, the economic theorist posits that firms that operate in the technical sector succeed to the extent that they develop efficient production activities and effective coordination structures (Scott & Meyer, 1983). This can be used to explain the operations of Non-governmental organizations. These are organizations with good and noble intentions to serve public interest by developing efficient activities and effective coordination to achieve the intended targets.

In terms of sustainability the theory was appropriate as it clearly showed why the NGOs offered Capacity building in terms of training and the development of skills in record keeping to the beneficiaries as a way of ensuring sustainability as supported by Okun, (2008).

In his study, Bendell (2006) concludes that based on the submissions of eleven world's leading NGOs that the core values and operating principles for international NGOs, should include good governance and management; sourcing for funds and multi-stakeholder engagement. It also makes specific reference to respect for universal principles; independence, responsible advocacy, effective programmes, non-discrimination, transparency and ethical fundraising all directed towards sustainability of their activities. These theories were used to explain the operations of women funding Non-governmental organizations (NGOs).

2.8 Conceptual Framework

The conceptual framework of this study was based on six independent variables, namely; Project financial system, technological support, transparency and accountability and NGOs funding policies. Figure 2.1 shows how the independent variables influence the sustainability of women NGOs funded development projects which is the dependent variable of the study

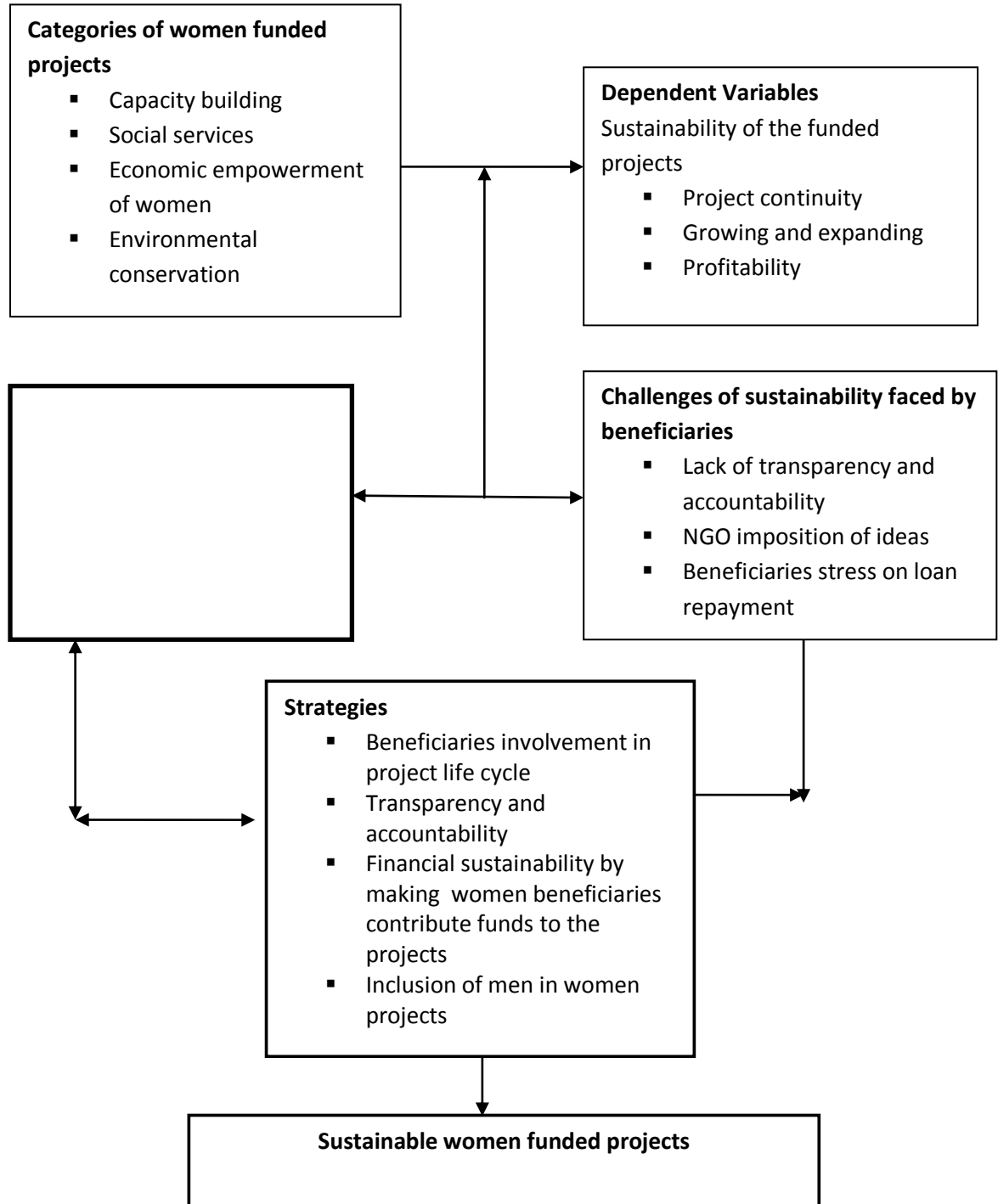


Figure 2.1: Prerequisites for sustainability of Women NGO's Funded Development Projects in Kisumu County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that was used to carry out the study. Specific sections presented include the research design, the target population, the sampling technique, sample size, research instruments, validity, reliability, data collection procedure, data analysis data management, also presented is the ethical considerations, during the research period.

3.1 Research Design

The research design adopted for this study was descriptive survey because it allowed the researcher to study phenomena that do not allow for manipulation of variables as noted by Kombo and Tromp (2006). The study is exploratory and can be appropriately executed through a descriptive survey as stipulated by Cay (1982). He observes that descriptive survey design is used on preliminary and exploratory studies to allow the researcher to gather the information, summarize, present and interpret the data.

Borrowing from Mugenda and Mugenda (1999) who observed that survey research is a self-report study which requires the collection of quantifiable information from the sample. This study collected information on determinants of sustainability of the NGOs funded development projects. This was done by asking women beneficiaries about their project activities, existing mechanisms for sustainability of women development projects, challenges of sustainability experienced and the viable strategies for upholding

sustainability of the development projects funded by NGOs in Kisumu central Sub-county. This method was appropriate because variables were known.

3.2 Research Site

The study was conducted in Kisumu central sub-county in Kisumu County, Kenya as shown on the map. (See figure 3.1 (appendix xii)) The sub-county has a population of approximately 168,892 people. This is a newly established sub-county which was formerly part of Kisumu Town West and Kisumu Town East sub-counties. The sub-counties include the Kisumu central Business District (CBD) and stretches to Kondele and Kisumu International Airport on the shores of Lake Victoria to the West. It borders Nandi Hills to the North and Nyando County to the East. It also borders Kisumu West Sub-county to the east. It has an area of 32.70 km² KNBS (2010).

The area is characterized by a flat topography and Lake Victoria. Agricultural economic activities include fishing, small scale sugarcane growing, maize and poultry farming among others. The inhabitants of the area are largely fishermen and traders. Kisumu Sub County was chosen for the fact that women along the lake region are highly vulnerable to HIV/AIDS infection and high poverty prevalence. (Economic recovery strategy paper 2004-2008).

3.3 Study Population

The study targeted NGOs which were funding women projects in the sub-county, namely women in the Fishing Industry project (WIFIP) and Kenya Medical education Trust (K-MET). Thirteen women development projects funded by NGOs and Women beneficiaries formed a major focus.

Additional population of the study were the Nyanza regional NGO coordinator, project coordinators from each NGO, programme officers of the funded projects, finance managers from each NGO, women project officials(leaders), the officer in-charge of development projects at the ministry of labor and social security and services who were purposely selected since they had the information required for the study.

3.4 Sampling Techniques and Sample Size

The target population comprised of 500 women beneficiaries of the women's NGO Funded development projects in Kisumu central sub-county. The study targeted mainly NGOs funding different projects in the sub-county but purposely selected WIFIP and K-MET since they were the only ones funding women's only development projects.

Purposive sampling method was used to sample the 6 project managers from WIFIP and 7 project managers from K-MET, 6 finance managers from WIFIP were also chosen while from K-MET they were 7. 13 project coordinators from WIFIP and 10 project coordinators from K-MET were also chosen since they had adequate knowledge on how the women projects are run and implemented in the region. The financial managers were specifically targeted in order to provide required information on funding and other relevant issues affecting sustainability of the women NGO-funded development projects. Purposive sampling was also used to select the 13 NGOs funding women development projects in the area. The study targeted a total of 500 women beneficiaries. According to Mugenda and Mugenda (2003), 10-30 per cent of the population is considered adequate for a descriptive study. Therefore, 19.2% was computed from 500 women beneficiaries to give a total of 96 respondents. This was used to form 12 focus group discussions (FGDS) comprising 8 members per project.

The specific respondents to fill in the questionnaire were purposely selected since they were the officials of each project and had the information about the projects necessary for the study.

3.5 Research Instruments

This study utilized both primary and secondary data. Primary data instruments comprised questionnaire for the chairperson or leader, and the project coordinators. Focus group discussion and key informants interview guides for the person in charge at the Ministry of Labour, Social Security and Services.

Questionnaire

This was preferred for this study as it guaranteed a high response rate. At the same time, according to (Fraenkel et al., 2009), it allowed for the collection of views, opinions and perceptions from the respondents on issues related to sustainability of women donor-funded development projects. The questionnaire for this study was structured consisting of both closed and open ended questions (see appendix II). The use of closed-ended questions enabled coding of responses easier and enabled respondents to give their opinion (Gall, Gall & Borg, 2007).

Focus Group Discussion Guide

The Focus Group Discussions (FGDs) guide was used to collect data from the project beneficiaries. During the FGDs, the women beneficiaries were divided into groups of 8 members. Therefore, a total of 12 groups were formed. The FGDs participants were given questions prepared in advance by the researcher to guide them in the discussion. Focus group was appropriate for this study as the women who found it difficult to engage in interviews could freely do so when in groups. In addition, as the women discussed, they

complemented one another's contribution hence ensuring reliability of the information (Kombo et al., 2006).

Interview guide

The researcher conducted personal interview which was carried out in a structured way using the questions prepared earlier. The interview session lasted for about 30 minutes.

Interview was necessary for the study as it provided in-depth information about the women's development projects funded by the NGOs and the assistance being offered to the projects to ensure sustainability

The interview guide was used to collect information from the key informants in the Ministry of Labor, Social Security and Services, and the Nyanza Regional NGO coordinator from the area as they hold important information about the funded development projects.

Observation Schedule

An Observation checklist was used to confirm some of the information generated through questionnaire and FGDs for the sustainability of the project such as the availability of project records, banks records and how the responsibilities are shared within projects (see appendix V). Finally, observation was done informally in selected project activities during data collection.

Secondary Data

Secondary data was generated from the selected project documents which included minutes of the meetings, training reports and financial records. The documents provided vital information of some of the projects activities that also informed on issues of sustainability.

3.6 Validity and Reliability

A pilot study was conducted to determine instruments dependability, accuracy and adequacy. Data collection tools were piloted using 2 project managers, 3 finance managers and 3 project coordinators selected at random and which were never to be part of the actual study. The information cross-checked through member check. It also helped the researcher to identify vague and irrelevant items; it enabled the researcher to identify areas of weakness in the instruments and allowed for restructuring of questions where necessary corrections were made in the instruments as advised by experts from the Department of Gender and development studies.

Validity refers to the process of confirmation of results to ensure credibility of the results, Panneerselven (2004). The research instruments were carefully examined by experts in project management and research methods to assess the relevance of the items in relation to the objectives of the study. Clarity and length of each item as well as the organization of the instruments were checked. This enabled the correction of any ambiguous items, to determine whether they would provide data needed, identify problems which respondents might encounter in completing the questionnaire and to determine whether items in the instrument were clear to respondents.

3.7 Data Collection Procedure

An introductory letter from Kenyatta University and from the National Council of Science and Technology was obtained to carry out research in the targeted women NGO-funded development projects. After obtaining a research permit from relevant authorities, questionnaires for officials were delivered and left to be filled in 3 days. For FGDs, a

prior visit was made to the selected projects to sample those to be included in the FGDs and a convenient time was sought for the FGDs. The principal researcher moderated discussions while trained Research Assistants (RA) recorded the discussions.

Key informant questionnaire was administered on individual agreement with the respondent. A face-to-face-trainer was preferred to facilitate high responses. To get the information on the sustainability of women NGO-funded development projects and the challenges being faced, a visit was organized for the project managers and finance managers to give them questionnaires. The questionnaires were collected after three days. During the visit, the researcher used the checklist prepared in advance and marked on the checklist what had been observed that could contribute to project sustainability or success.

In addition, the researcher conducted the FGDs with the project beneficiaries. During the discussions, the researcher ensured that the members did not discuss what was not relevant to the study by continuously reminding them to go back to the questions given. Members were advised to discuss freely without having some members dominate the discussion. Secondary data was generated with special negotiations and arrangements with the custodians. Finally, observation was done informally in selected project activities during data collection.

3.8 Data Analysis

The study yielded both quantitative and qualitative data. Qualitative methods of data analysis were used since the focus was on the in-depth information on the nature of the

women NGO-funded development projects. Quantitative data was coded on the basis of study objectives and analyses as such. Secondary data were also sorted to enrich the findings along each research objectives and questions. Data collected from observation schedule, interview guide and focus group discussion were transcribed and arranged in themes thereafter reported.

3.9 Data Management and Ethical Considerations

The researcher obtained all the various letters from relevant authorities to collect data and also assured the respondents of the confidentiality of the information they gave. The management of the collected data was ensured which involved safeguarding the questionnaires for the purposes of data analysis only. The researcher also assured the respondents that the responses they gave were purely for academic purposes only where anonymity was advocated for (no writing of respondents' names in the research tools).

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents data interpretations as well as discussion on the determinants of sustainability of women development projects funded by the NGOs. The presentation is guided by the study objectives along the following sub headings; categories of activities of women development projects funded by NGOs in Kisumu Central Sub-county, existing mechanisms for sustaining women development projects, challenges faced by women development projects during post NGO funding and the viable strategies put in place by NGOs for upholding sustainability of women development projects funded by NGOs. As explained in the preceding chapters the two NGOs targeted in the study were K-MET and WIFIP.

This chapter starts with the presentation and discussion of the demographic characteristics of the women considered in the selected projects like gender, level of education, age and marital status. In total the study targeted 96 women spread out in various women groups as specified .

4.2. Demographic profile of the women respondents

Demographic information was collected on the age, level of education and marital status of the respondents. This enabled the researcher to describe status of the beneficiaries from the development projects along major demographic variables for enhanced explanation of determinants of sustainability of the women's NGO-funded development projects.

Distribution by age

Age distribution of the project members in the two NGOs funded projects (K-MET and WIFIP) was analyzed per project.

| Age | K-MET | | | | WIFIP | | | Total | % |
|---------------|-----------|-----------|-----------|---------------|-----------|----------|------------|-----------|--------------|
| | Obunga | kasarani | Mon nyalo | sisters group | Tim kinda | Osiepe | Kona legio | | |
| 28-30 years | 4 | 3 | 3 | 0 | 2 | 1 | 3 | 16 | 16.7 |
| 41-50 years | 12 | 10 | 11 | 9 | 20 | 2 | 15 | 79 | 82.3 |
| Over 50 years | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1.0 |
| Total | 17 | 13 | 14 | 9 | 22 | 3 | 18 | 96 | 100.0 |

Table 4.1: Distribution of the respondents by age

The reasons given by respondents for age variation was that, at the age of 41 – 50 years women’s responsibility of child rearing has reduced and may therefore give much of their time to the projects hence sustainability as compared to those at the age of 28 to 30 years where women have the triple roles assigned to them by their culture. This concurs with the findings of Rono (2009) in factors affecting sustainability of NGO-funded projects which established that, women play triple roles in their families of productive, reproductive and community roles.

Further, data analysis revealed that only 16.7% women below the age of 30 years were in the sampled women NGO-funded development projects specifically in Tim Kinda and

Kona Legio groups. During the FGDs a young woman aged 28 years from Kona Legio group informed the study that many of their age mates do not like to join the group due to great attention of caring for their families. This was confirmed by a young woman of 29 years in Tim Kinda who said,

Most of my age mates find it difficult to join the project because they are hardly available for meetings. They are also too preoccupied with child rearing since they are in the child bearing age but lack resources to hire house helps to assist them in the home due to limited resources.

Distribution by Marital Status

Table 4.2 presents the marital status of the women in the funded development projects, showing the majority of the women members of the funded project, (46.9%) were married, compared to 24% single, 14% divorcees and 14.5% widowed

Table 4.2: Marital status of the women respondents

| Marital status | K-MET (GROUPS) | | | | WIFIP (GROUPS) | | | Total | % |
|----------------|----------------|----------|---------------|-----------|----------------|--------|------------|-----------|------------|
| | Obunga | Kasarani | Sisters group | Mon Nyalo | Tim Kinda | Osiepe | Kona Legio | | |
| Married | 8 | 6 | 5 | 7 | 6 | 7 | 6 | 45 | 46.9 |
| Single | 3 | 4 | 2 | 3 | 2 | 3 | 6 | 23 | 24.0 |
| Widowed | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 14 | 14.6 |
| Divorced | 4 | 3 | 2 | 1 | 1 | 2 | 1 | 14 | 14.6 |
| TOTAL | | | | | | | | 96 | 100 |

While the married and widowed women were in all the groups, the single were mostly in Kasarani and Kona Legio Groups. Women leaders in the groups informed the study during the FGDs that single women are few in the groups because during the time when they are to get funds as loans from K-MET or WIFIP, they are required to have a spouse to guarantee them if they do not have assets which can be used as collateral. To this effect, the chairlady of Osiepe had this to say,

There are several conditions given by the funding NGOs before the funds are released. First, we must assure them that we can offer social guarantee to one another and also the husbands of the members are informed how the loan is to be used to avoid conflicts within the households. In cases where there are no spouses it becomes a challenge and we must attach property as security.

From the findings, it could be concluded that lack of access and control to property such as land which women can offer as collateral to acquire loan make them seek consent from their husbands before they are given loans which the funding NGOs give as funding policy. This confirms the statement that NGOs funding policies adopted influence significantly the sustainability of project. The policies influence how contracts are prepared funds are allocated the duration of funding and what is funded.

Level of education

Table 4.3 shows that most of the women, 75% had no formal education while the least number of women in NGO funded project (4.3%) had primary education.

Table 4.3: Distribution by level of Education

| Level of Education | K-MET | | | | WIFIP | | | Total | % |
|---------------------|-----------|-----------|-----------|---------------|-----------|-----------|------------|-----------|------------|
| | Obunga | Kasarani | Mon nyalo | sisters group | Tim kinda | Osiepe | Kona legio | | |
| No formal education | 12 | 7 | 7 | 7 | 10 | 10 | 4 | 57 | 59 |
| primary education | 2 | 5 | 7 | 6 | 2 | 1 | 1 | 24 | 25 |
| secondary education | 1 | 2 | 0 | 1 | 0 | 0 | 6 | 10 | 10 |
| college level | 1 | | 2 | 1 | | 1 | | 5 | 5 |
| Total | 16 | 14 | 16 | 15 | 12 | 12 | 11 | 96 | 100 |

While 10 % of the total respondents from the seven groups had secondary level of education, 5% had college education which shows that most women from the two funded development projects of WIFIP and K-MET were illiterate and semi-illiterate. This was confirmed by a key informant, an official from the Ministry of Labour and Social Services who had retaliated that,

Most of the women in the funded projects have no formal education; others dropped out of school or hold a certificate of primary education which influences their level of participation in the development projects funded by the NGOs. It was found out that low levels of education are associated with early marriages for girls and poverty in the area.

This was supported by the chairlady of Obunga support, who lamented that,

The preference of the boy child education as influenced by culture has really affected the literacy level of the females in this area.

The findings are supported by King et al (2006) findings that education gap exists in developing countries which indicates that women educational level in developing countries are further behind their men

This study was further informed by the key informants that women's low levels of education make them lack the skills which in turn limit what they are able to offer to the economy.

This concurs with what Karl (1995) opined that education empowers women by increasing their ability to earn an independent income, increase their status, provides them a basic knowledge of their rights as individuals and ultimately enhance their input into family and community decision-making.

From the findings, it can be deduced that the level of education was not a factor in determining the participation of the women in the development projects. This is supported by Karl (2003) in women empowerment, participation and decision-making whose findings revealed that women whether learned or not are always motivated to work together to improve their welfare. It can be deduced from the findings that level of education was not a factor in determining the participation of women in the development projects.

4.3 Categories of Activities in the Women NGO-Funded Development Projects Funded by K-MET and WIFIP

The presentation in this section responds to the first objective of the study which was to investigate on the categories of development projects in the area of study. Most of the

data that informed the objective was from the NGO coordinating boards of the two NGOs as confirmed by the women respondents. Analyzed data revealed various categories activities in the funded projects in the two NGOs in the areas of capacity building, social services, economic empowerment and environmental conservation.

Table 4.4: Categories of activities in the women funded development projects

| Area of funding | Activities | WIFIP | KMET |
|--------------------------------------|--|---|---|
| Capacity building | <ul style="list-style-type: none"> • Training on livelihood, • Sensitization of women on gender issues • Record keeping • Minute writing. • Soap making • Making nutritive flour • Furniture making | <ul style="list-style-type: none"> - - √ - √ - √ | <ul style="list-style-type: none"> √ √ √ √ √ - - |
| Social services | <ul style="list-style-type: none"> • HIV management and nutrition programme • Awareness creation on circumcision of men. • Health financing project, sensitizing people on health , • Livelihood promotion | <ul style="list-style-type: none"> - - √ - | <ul style="list-style-type: none"> √ √ √ √ |
| Economic empowerment of women | <ul style="list-style-type: none"> • Training on construction of bore holes, • Community sensitization on access to micro credit | <ul style="list-style-type: none"> √ √ | <ul style="list-style-type: none"> √ √ |
| Environmental conservation | Sensitizing people on improved energy use. | √ | √ |

Capacity Building

From the study findings, it was revealed that capacity building was done by NGOs such as KEFEADO, K-MET, and Practical Action. To improve the participation of the women

in the donor-funded projects, the women beneficiaries of different groups reported that the NGOs funding their projects had accelerated their awareness on savings, culture, need for education production and human rights. Some of the group members of Kinda group reported that;

We have been trained on savings; we have also gained skills in mushroom and vegetable growing as value addition activity’.

According to the NGO co-coordinator, the NGOs that are actively involved in capacity building included KEFEADO, Kenya Red Cross Society, World vision and K-MET. According to the chairlady of Obunga group the first thing that K-MET did before the funds were given was to train them on proper record keeping operating bank accounts which they had opened and making the constitution.

The chairlady was reported saying:

We have been helped by K-MET. Most of the activities we have started are succeeding because the members have been trained on record keeping. Making and following the group constitution has saved this project. The wrangles among the members have been minimized. Before we did not have the constitution and this brought a lot of conflicts among the members and even our leaders.

From the statement of the chairlady, it could be deduced that some of the policies that the funders were insisting on like making the constitution, opening an account was taxing at the beginning but were of great help to the project members as the projects expanded. Sisters group funded by K-MET reported that through capacity building they have been able to grow economically and socially. One member was reported saying,

Through capacity building, we have been able to make nutritious flour, liquid soap apart from what we grow in the farms. This has helped us during the time when the farm produce like tomatoes and vegetables are not yet ready for sale. K-MET organized for the training of the members and this was done at the group levels.

From the findings, it could be concluded that different income-generating activities carried out by different projects could ensure sustainability as the members do not rely only on one income.

This was also confirmed by one member from funded by WIFIP, who reported that, *Training on table banking has been a savior to our project. We are able to borrow money and repay with small interest.*

Findings reveal that apart from the major funding done by the NGOs; women beneficiaries have involved themselves in income generating activities which they could continue with even if external funding is withdrawn ensure sustainability of the projects.

Social services

The two selected NGOs K-MET and WIFIP have initiated different social services. The projects are in the areas of health and live hood promotion

Health services include HIV and AIDS management, nutrition programmes and awareness creation on the importance of circumcision of the males as one way of reducing the rate of HIV and AIDS infection among men. During the focus group discussions one of the members of Obunga Support Group reported that:

Our main income generating activity is the making of nutritious porridge flour which we sell to the people living with HIV/AIDS in our community and outside although getting ready market has been challenging.

The NGOs funding health programmes in the region include K-MET, Aphiplus, Nyanza Reproductive health and Omega foundation.

Economic empowerment of women

During the interview one of the project coordinators' of K-MET reported that the women groups they fund are engaged in different income-generating activities of their choices but no donation is given to them.

'We do not give the women donations but we give money to the groups which they use as revolving fund. They borrow the money and repay with interest (01 20th Dec 2013).

The women beneficiaries reported that they have benefited a lot from the trainings and funding being offered to them. One of the women from Tim Kinda group reported that:

'We are no longer keeping our children in the houses due to lack of school fees. We borrow the money from the groups and use this to provide for the family needs, but more importantly my children are all in school (0.1, 21 Dec 2013).

From the findings it could be deduced that the women beneficiaries are involved in contributing money which they use as revolving fund in micro finance. This according to Okun (2008) can ensure financial sustainability of the projects when the external donations are finally withdrawn. The NGOs involved in economic empowerment in the Constituency are K-MET, World Vision and Omega Foundation.

Support of persons with disability

To enable communities to have equitable development which is evenly distributed, some NGOs in Kisumu Central Sub-county have programmes to support persons with disabilities. According to the coordinator of the support programme, the persons with disabilities are helped to form self-help groups so that they can have collective bargaining powers which can enable them to fight for their human rights.

NGOs supporting the projects for persons with disability in the constituency are Diokona Compassionate ministry, others could be available but they have not been registered in the NGOs coordinator's office therefore they are not officially known to be existing Martha (0.1 10th Dec 2013:").

The finding concurs with the report from the government officer in charge of development projects at the ministry of gender, children and social services who was also a key informant and reported that:

The NGOs lack transparency and accountability. They are not free to let us know what they are doing in the communities so they prefer to go to the women groups directly. (0.1 12th Dec 2013).

From the report, it is evident that transparency and accountability is lacking among the NGO funding various development projects and this is a fact which contribute to unsustainability of the funded projects as supported by Crawford et al 2003 finding which stated that transparency and accountability concerning use of the resources is important so that the stakeholders can own the projects.

Environmental Conservation

The women beneficiaries from project plant seedlings in nursery which they sell to the community members. The seeds are bought from the women's contributions but the provided for the polythene bags for the seedlings and water tanks for irrigation. The study established that for every activity carried out in the project there must be cost sharing between the funding NGO and the project members as one way of sustainability when external support is withdrawn.

One of the chairladies of the projects reported that:

For every activity that we carry out in this project, we as members have contributed to their progress and therefore it is not easy for us to bet the progress directly from the sales of seedlings.

From the findings of the study it is evident that the stake holders were involved in different categories of activities funded by the NGOs as a way of ownership hence sustainability. This is supported by Bendelle, (2006) who stated that good governance and management, sourcing for funds and multi stakeholder engagement are key in sustainability

Livelihood promotion

As a source of livelihood promotion women beneficiaries are engaged in tree planting and liquid soap making which they sell to the community members. This was a major practice in projects funded by K-MET while in WIFIP the livelihood of the beneficiaries was promoted through table banking.

4.4 Existing Mechanisms for Sustaining Women Development Projects Funded by the two NGOs.

This section presents discussion of the findings under objective two of this research that sought to establish mechanisms for sustaining women development projects by the NGOs. Data analysis revealed that there were five identified mechanisms that were associated with sustainability of the projects. These included capacity building, adequate funding of the projects, proper governance, transparency and accountability and beneficiaries participation and involvement in project activities as shown on Table 4.5.

Table 4.5: Mechanisms of sustaining women’s NGO funded projects

In terms of mechanisms employed by the women development projects, the study established the following findings.

| | Obunga | kasarani | Mon nyalo | sisters group | Tim kinda | Osiepe | Kona legio | Total | % |
|---|---------------|-----------------|----------------------|--------------------------|----------------------|---------------|-----------------------|-------|------|
| | | | | | | | | 96 | 100. |
| Capacity building | 20 | 14 | 13 | 10 | 8 | 16 | 15 | 96 | 0 |
| Proper governance | 9 | 6 | 8 | 5 | 9 | 11 | 7 | 55 | 57.3 |
| Transparency & accountability | 11 | 10 | 12 | 7 | 12 | 9 | 6 | 67 | 69.8 |
| Beneficiary participation and Involvement | 12 | 9 | 11 | 13 | 9 | 7 | 4 | 65 | 67.7 |
| Funding of the project by beneficiaries | 19 | 12 | 5 | 8 | 10 | 15 | 8 | 87 | 90.6 |
| Keeping group records | 12 | 11 | 7 | 4 | 10 | 6 | 7 | 57 | 59.4 |

The study revealed that the women in the NGO funded projects had put in place various mechanisms for sustainability. 96% gave capacity building as Key in sustainability, funding of projects by beneficiaries was given at 87%. Transparency and accountability was given as 69% while proper keeping of group records and proper governance were given at 59.4% and 57.3%.

Capacity building of the group members as a mechanism was predominantly suggested by the beneficiaries from different projects. As mentioned by the beneficiaries, this was done in form of training through workshops and seminars. One member from Obunga reported that:

There is need for us to grow mushroom for sale because during the rainy seasons the prices of vegetables go down and at the same time when it's very dry the vegetables productions is reduced but with mushrooms, there is always ready markets. We therefore appreciate the training on mushroom growing.

The study further revealed that most of the trainings had been done on record keeping, minute taking and book keeping for the officials of the groups who were to come back to the groups to train other members. However, the members felt that the officials never conducted the trainings well since book keeping technique could not be well-explained to the members. Time allocated for training of the members by the officials was short and the members could not have enough time for practice. One member was reported lamenting that:

The training of the officials was a good idea, but when they came back however, they never considered training us as a priority; they looked at it as time wasting. They rushed over certain areas without proper explanation, a factor we all consider as lack of commitment.

Capacity building of the project members as a mechanism of sustainability was predominantly suggested by the beneficiaries. This was mainly done in form of training through workshops and seminars. Further findings revealed that, proper governance was key strategy to reduce group conflicts as was reported by the members of Osiepe Group funded by WIFIP. While majority of women beneficiaries from Obunga Group gave funding of the project activities by the project beneficiaries as the second leading strategy for sustainability of the projects. This was supported by Mon Nyalo and Osiepe groups. Beneficiaries from sister groups funded by K-NET stated that, record keeping of the group activities was not a major strategy but instead gave beneficiaries involvement as being very important.

From the findings, it could be concluded that Obunga Group had focused on major activities of sustainability such as capacity building, funding of the projects by project members and keeping of group records which could lead to good operations and hence sustainability. It was further revealed that very few group members met daily. Osiepe Group member reported during the focus group discussion that low attendance of group meetings when scheduled to take place daily made them change to once a week. The FGD was highlighted as a major reason why those involved in income-generating activities could not manage daily meetings. It was also found that most of the women

beneficiaries felt that meeting twice a week was difficult because of their multiple gender roles in the family and society. Most of the time they were not able to attend group meetings because of their responsibilities as mothers, caregivers and wives. This was confirmed by one beneficiary from Kona Legio group funded by WIFIP who asserted that;

I have not attended two consecutive meetings because I have twin children who are less than two months old and require my attention all the time in order to be nursed. At the same time I have not been able to hire baby sitters to help me take care of them.

Obunga Group funded by K-MET reported that despite their meetings as members of various groups, it was mandatory that members hold a meeting every month with the project coordinators from K-NET to check on the project's progress. On the other hand, Tim Kinda group which was mainly involved in the sale of fish could not meet everyday but had one member who collected funds twice a week from the members and saved in their bank accounts, one official from Tim Kinda had this to say:

The activities we carry out of going to purchase fish from the lake and frying them for customers was so tedious that we find regular meetings time consuming. Members appointed treasurer to do the collection on their behalf.

Capacity building

Other mechanisms that the respondents felt were effective in project sustainability included instilling of proper governance, encouragement of active participation by project beneficiaries, funding of the project by the beneficiaries as well as keeping of proper records of the groups. The study revealed that the members were trained by the officials

immediately they came from the trainings. The group coordinators after the trainings attended trainings conducted by the women leaders to the rest of the members, and to chip in, in case there is a point not well-understood nor explained by the members and officials respectively.

From the findings it can be deduced that capacity building is key in project sustainability and this has been realized by the beneficiaries of different projects. The idea of capacity building is encouraged for project sustainability as posited by king et al, (2006).

Further analysis revealed that the core of most of the trainings was proper record keeping by the members as an assured way of remembering the transactions which take place in the groups.

One member reported that:

The training of the officials first before the rest of the members was a good idea because these officials are to provide guidance to us in the groups most of the time and can be consulted anytime with ease.

The training of the officials was a practice in K-MET funded projects whereas in WIFIP the trainings were conducted for the whole group at once. The officials and the members were trained at the same time. The study findings concur with Blum (1991) that, education is facilitating factors and overall effectiveness of extension services.

Kona Legio fish sellers group mentioned that the group members had realized the need for knowledge in information technology and had sponsored two officials to train in computer skills. One member reported:

There is nothing you can do without computer knowledge we have therefore contributed money to sponsor our officials in computer training.

The finding concurs with Skinner in et al., (2003) that technology is required in operating, maintenance and management of rural projects.

This research also found out that most of the NGOs do offer capacity building to the women on financial management, record keeping and minute writing before the funds are released although according to the beneficiaries, the trainings were not adequately done. The training sessions were to be done for two days only but the women beneficiaries thought that the time was too short yet the areas to be covered were wide. To justify lack of proper capacity building one member from a Sister, Group funded by K-met reported that;

The training session was good but the activities were too congested that we could not understand well and put into practice what we had learned. Some of us who came for training have not been in a classroom situation for a long time.

From the study findings, it can be deduced that low educational levels of the women could be a factor making them unable to understand easily the record keeping techniques. The sample interviewed showed that record keeping was a major practice done by the group secretaries. The records included what was discussed during the meetings and the incomes received. According to the Focus Group Discussions, these records included; records of contribution by each member, records of money received from funders,

records of expenditure, bank ledgers, record of income from sales and the record of profit shared by each member.

From the finding of the study different groups relied on frequent meetings whereby they contributed shares for savings and on reporting of group progress. Those who failed to attend the meetings are to encourage regular attendance.

This move is supported by Scott (1995) which indicated that in order to survive NGOs and the associated groups must conform to the rules and belief system prevailing in the environment because institution isomorphism, both structural and procedural will earn the organization legitimacy.

Proper Governance of the Groups

Members were asked to indicate how they chose their leaders like chairlady, secretary and treasurer. This was important as it could ensure that members exercise their democratic rights hence freedom which could lead to sustainability of the projects as shown in table

Table 4.6: Governance of the group

| Choosing of leaders | | Frequency | Percentage |
|----------------------------|--------|------------------|-------------------|
| Members | Secret | 94 | 97.9 |
| ballot voting | | | |
| Appointment | of | 2 | 2.1 |
| officials by Funding | | | |
| NGOs. | | | |
| Totals | | 96 | 100 |

From Table 4.6, it was established that 97.9 of the respondents said that they chose their leaders through voting, 2.1% said the NGOs funding their project chose for them their leaders. One member from Osiepe reported that:

We have the constitution in our group which directs the activities of the members. This has really helped us to define the duties of the officials like the chairperson, secretary and the treasurer and to minimize conflicts in the group.

Further data analysis revealed that the project members meeting schedules, bank accounts records and good communication channels were in place. It was further found o from the study that the members chose their leaders through secret balloting and were expected to serve as per the group's constitution. This confirms IFAD (2005) findings that when people participate, it is easier for one to contribute cash towards procurement of project equipment, operation and maintenance cost. They will also be accountable on income and expenditure of the project. Moreover, they will be careful in operating the system and willingly convene to discussion project activities when need arises. Furthermore, people become creative and plan for effective operational and maintenance of the system. More importantly, people own the project and therefore, become part and parcel of it and hence its sustainability is assured.

The study further revealed that project members constitution guided them on how to manage their project activities. This was revealed as one of the factors contributing to the success of the projects under K-MET such as Obunga Support, Kasarani , Mon Nyalo and Sister project. The leaders were to serve for a period of three years before they leave the office for the newly elected leaders. One official from Obunga was reported saying:

We try our best when given a chance to lead the group because if you worked well there are higher chances of you being elected again after three years.

On the other hand the projects that were under WIFIP such as Tim Kinda, Osiepe and Kona legio were also involved in choosing their leaders except that in their constitution the leaders were to serve indefinitely.

From the study findings , it could be concluded that the members of different groups elected as leaders had been approved on taking leadership positions by the members that could lead to sustainability of the projects when the external support is withdrawn. This study finding disagrees with Bryce (2003) findings that it is difficult to achieve good governance with funded projects since some projects funders insist on owning the project for their own selfish purposes. It was further evident that the women lacked time for frequent meetings in the projects due to multiple roles that they play in the homes and this could lead to unsustainability of the projects.

Transparency and accountability:

The researcher sought to establish the number of times the members met to discuss group affairs and to report on the transactions carried out in the projects. This was important as transparency and accountability make the members build trust on one another and could hence lead to sustainability of the projects. The members were asked how many times they met. The findings are summarized on Table 4.7.

Table 4.7: Members Group meetings

| Group meetings | Frequency | Percent |
|-----------------------|------------------|----------------|
| Monthly | 5 | 5.2 |
| Fortnightly | 30 | 31.3 |
| Weekly | 41 | 42.7 |
| Twice a week | 11 | 10.4 |
| Daily | 09 | 9.4 |
| Total | 96 | 100 |

From Table 4.7, was noted that 42.7% of the respondents indicated that the group members met weekly, 31.3% met fortnightly, 11.8% said that they met daily. The frequency of the meetings could be a major reason why the members have been in their groups for a period of over 5 years as regular meetings could make the members find solutions to their challenges and give them direction of operation hence lead to unity in the group.

From the findings, the members met fortnightly and weekly as a way of ensuring sustainability of the projects. According to the reports given by the women during their weekly meeting there are various activities which included reporting on weekly progress to promote transparency and accountability and presentation of the banking slips to the members. Crawford et al., (2003) define accountability in the context of NGOs as a means by which individuals or organizations report to recognized authority and are held responsible for their actions. They further discuss that accountability entails transparency

in decision-making and honest reporting of how and what resources have been used and what has been achieved by the projects. From the findings during the Focus Group Discussion, the officials gave the report on the amount of money received and decide on the amount to be banked. Unfortunately, some of the respondents gave lack of accountability as one major challenge which they face.

From the study findings group meetings was a prerequisite for projects sustainability and the NGOs and women beneficiaries had realized its importance but it was not properly done due to lack of time .This concurs with Hills et al (2006) findings that women in developing nations typically lack schooling and training which in turn limit what they are able to offer to the economy because their skills and abilities are restricted

It was evident from the study findings that regular meetings were very important for the sustainability of the projects. This concurs with Crawford et al (20039) that transparency entails transparency in decision making and honest reporting of how and what has been used and what has been achieved by the project.

Beneficiary participation and involvement

The research endeavored to establish where the idea of starting each project activity came from and to find out whether the beneficiaries are involved in choosing the activities of the projects or not. The findings on the level of participation are presented in Table 4.9.

Table 4.8: Beneficiaries responses on participation and involvement

| | Excellent | Very good | Good | Fair | Poor |
|-------------------|------------------|------------------|-------------|-------------|-------------|
| | F (%) | | | | |
| Obunga | 13(13.5) | 17(17.7) | 16(16.7) | 10(10.4) | 40(41.7) |
| Kasarani | 12(12.5) | 15(15.6) | 18(18.8) | 11(11.5) | 40(41.7) |
| Mon nyalo | 20(20.8) | 10(10.4) | 12(12.5) | 11(11.5) | 43(44.8) |
| sisters | 9(9.4) | 16(16.7) | 13(13.5) | 10(10.4) | 48(50.0) |
| group | | | | | |
| Tim kinda | 10(10.4) | 14(14.6) | 13(13.5) | 20(20.8) | 39(40.6) |
| Osiepe | 11(11.5) | 13(13.5) | 15(15.6) | 11(11.5) | 46(47.9) |
| Kona legio | 12(12.5) | 8(8.3) | 9(9.4) | 17(17.7) | 50(52.1) |

The findings of the study from table 4.8 revealed that the beneficiaries involvement and participation in decision-making was not very good with the highest number of 52.1% from Kona legio group (WIFIP Funded) stating that the involvement was poor while the highest from K-MET funded (Sister Group) responded at 48%. The highest who responded that the beneficiary's involvement being excellent was Mon Nyalo at 20.8% while the highest from WIFIP funded was 12.5%.

From the findings, it could be deduced that the level of stakeholder's involvement and participation across the groups was varied but Kona Legio (WIFIP funded) was highly affected at 52.3% being poor. This could highly affect the sustainability of the project when external funding is withdrawn.

This was further echoed by a project member of WIFIP where one official reported,

'The idea of making furniture and door mats using the water hyacinth weed was not our initiative we are not involved in the planning process except during implementation especially during sensitization. For example we do not know how much the buyers pay for items supplied to them. The soaps marketing of the products is done by the project coordinators'.

The finding differs with Ouma (2008) that one of the critical factors in promoting sustainability of any project is the role played by the stakeholders and beneficiaries and their participation in project activities. He further explains that sustainability cannot be achieved without stakeholder's involvement and support.

From the study findings it was evident that in some of the projects, the NGOs dictated the project ideas to the beneficiaries. This could lead to unsustainability of the projects when the external funding is withdrawn. This is supported by Marcus (2005) argument that structured participation is a key area of additive focus for sustainability of a development project. He further adds that participation brings a diverse population of stakeholders into the identification process to add their substantial knowledge and insights.

Donor funded projects in Kisumu Central Sub-county can be improved through the involvement of the stakeholders at every level of project phase and ensuring that key team members are appropriately skilled in participatory approaches. (Pollnac et al., 2005).

Funding of the projects by beneficiaries

The respondents gave funding of the project by beneficiaries as one of the mechanism put in place to ensure sustainability of the projects, when asked how they raise funds for the

project activities. The results are presented in Table 4.10 and 4.11 according to different groups

Source of funds of the Projects activities

Table 4.9: Sources of Funds for the projects under K-MET

| | Members contribution | Funding NGO | Fundraising |
|----------------------|----------------------|-----------------|---------------|
| Obunga | 45(46.9) | 45(46.9) | 6(6.3) |
| Kasarani | 46(47.9) | 47(49.0) | 3(3.1) |
| Mon Nyalo | 50(52.1) | 45(46.9) | 1(1.0) |
| Sisters Group | 43(44.8) | 50(52.1) | 3(3.1) |

The study revealed that the groups funded by K-MET had varied sources of funds as shown in Table 4.9. The sources included member's contribution, funding NGOs and fundraising.

Further analysis revealed that the funding NGOs and the members contributed almost similar amount by the beneficiaries. The findings also revealed that fundraising was not a major source as very little percentage was received from fundraising. This was confirmed by one of the officials from Mon Nyalo group which stated that,

The NGOs funding our projects insist on equal sharing of the total cost of any activity for example, when we were starting the vegetable growing. They insisted that the cost of the storage tanks for water for irrigation was to be shared equally between them and the beneficiaries. We're not surprised by their funding policies.

From the study, it could be concluded that the groups have been empowered on raising funds for their project activities and this could lead to the continuation of the projects even after the termination of the external funding. The finding of the study concurs with (ILO, 1997) that NGOs funding policies adopted influence significantly the sustainability of a project. The policies influence how contracts are prepared; funds are allocated, the duration of funding and what is funded.

The study findings revealed that the women projects funded by K-MET were involved in different activities to raise funds. This was stated by one of the chairladies from Obunga Group who said that'

We as members network with other groups so that the activities we carry out are not duplicated as this would reduce market and thus result in low profit.

The study finding revealed that the funds given to projects are inadequate and may lead to unsustainability of the projects. This finding is supported by Heese et al 1998 that a good number of NGOs funding women development projects lack adequate funding for their activities this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation are looked at as extra expense

Further analysis revealed that table banking was practiced by almost all the groups as a major way of raising funds to the projects. 70% of the respondents gave table banking as a source of funds. However, they claimed that some members could only raise little capital due to their low economic status.

The finding also revealed that the members contributed to the projects from their pockets to finance the activities and this was given by most members across the group. One member from WIFIP stated during the FGDs that:

We contribute funds in form of shares to the group every week for saving and to finance the activities of the group however keeping of proper records has been a challenge due to low education but we are trying.

Further it was revealed that the group had different income-generating activities like making of the nutritive flour for sales which was a major activity carried by Obunga Group and Kasarani where 19 and 15 respondents gave it as a source of funds respectively.

The study also revealed that keeping of poultry was dominated by Sister Group where respondents gave it as an income-generating activity of the members. During the FGDs, the chairlady stated that;

We have benefited a lot from the local breeds of poultry we keep. At times we sell the chickens to the local hotels but in most cases people come to buy from us locally.

One of the chairladies from Obunga stated that;

Since the sisters group is keeping the local breeds we decided to keep the graded poultry so that we can avoid duplication; however the group has had challenge in maintaining them since we lack the necessary skills to take care of them well. But all the same we have been making use of the support from other local keepers.

Further analysis revealed that the Sisters Group also made liquid soaps for sale to the community members. Respondents gave this during the FGD as one way of raising funds in their group. This was confirmed as stated by one of the members from sister group during FGD who stated;

We have been trained on how to make liquid soap which we sell to the local community members and also supply to the schools. Schools take long time before they pay but even as members we buy to improve our wellbeing.

Further findings of the study revealed that most of the groups were getting their funds from the funding NGOs. Most of the respondents across the groups stated this however they experienced challenges since the money given by the NGOs funding was usually inadequate and come with policies. During FGDs one of the chairladies Obunga support group stated that;

We got most of our funding from K-MET at the beginning however the funds were inadequate and therefore we had to look for ways of supplementing this, but I really thank them because they took our officials for training on management and on value addition activities. This has kept our groups.

This was further supported by one of the coordinators of the K-MET project who stated during an interview that;

We do not offer grants we give them funds which they repay as loan as a way of ensuring sustainability but we support them through training on management. We want the projects to be owned by them through direct involvement.

Income-generating activities undertaken by the groups

The study intended to establish the kind of projects the women were engaged in order to generate information to answer objective one. It was important to establish the income generating activities the women beneficiaries were involved in as this could influence the sustainability of the projects. They were asked which kind of activities they were engaged in, in their projects. Summaries are given on

Tables 4.10 and 4.11 from different groups and the NGOs funding them.

Table 4.10 Income generating activities undertaken by K-MET and WIFIP.

| Activities | Number of women group engaged | Frequency | Percentage |
|---------------------------|--------------------------------------|------------------|-------------------|
| Poultry keeping | 4 | 24 | 25.0 |
| Fish selling | 3 | 22 | 22.9 |
| Vegetable growing | 4 | 24 | 25.0 |
| Tent/chair hiring | 3 | 13 | 13.5 |
| Mushroom growing | 4 | 23 | 23.9 |
| Nutritive flour | 4 | 24 | 25.9 |
| Furniture/door mat making | 3 | 12 | 12.5 |
| Table banking | 7 | 46 | 47.9 |
| Soap making | 7 | 10 | 10.4 |

Table 4.11: Income-generating activities for K-MET

| | Obunga | Kasarani | Monnyalo | sisters group | Total | Percentage |
|--------------------|---------------|-----------------|-----------------|--------------------------|--------------|-------------------|
| Poultry keeping | 4 | 2 | 0 | 18 | 24 | 25.0 |
| Fish selling | 6 | 5 | 5 | 6 | 22 | 22.9 |
| Vegetable growing | 4 | 0 | 4 | 16 | 24 | 25.0 |
| Tent/Chair making | 4 | 5 | 2 | 1 | 12 | 12.5 |
| Mushroom growing | 3 | 2 | 1 | 17 | 23 | 24.0 |
| Nutritive flour | 5 | 10 | 4 | 5 | 24 | 25.0 |
| Furniture/door mat | 5 | 6 | 1 | 0 | 12 | 12.5 |
| Table banking | 20 | 20 | 3 | 3 | 46 | 47.9 |
| Soap making | 3 | 3 | 3 | 1 | 10 | 10.4 |

Table 4.12: Income-generating activities for WIFIP

| | Tim Kinda | Osiepe | Kona Legio | Total | Percentage |
|--------------------|------------------|---------------|-----------------------|--------------|-------------------|
| Poultry Keeping | 4 | 2 | 20 | 26 | 27.1 |
| Fish selling | 5 | 9 | 6 | 20 | 20.8 |
| Vegetable growing | 23 | 4 | 6 | 33 | 34.4 |
| Tent/Chair making | 5 | 4 | 1 | 10 | 10.4 |
| Mushroom growing | 2 | 3 | 17 | 22 | 22.9 |
| Nutritive flour | 10 | 9 | 7 | 26 | 27.1 |
| Furniture/door mat | 7 | 1 | 8 | 16 | 16.7 |
| Table banking | 18 | 12 | 14 | 44 | 45.8 |
| Soap making | 4 | 6 | 1 | 11 | 11.5 |

Based on these findings from Table 4.12, it was established that table banking 47.9% was done by most of the groups. Poultry keeping 25%, vegetable growing 25%, mushroom growing 23.9% and making nutritive flour 25% was done by four groups. This was followed by fish selling 22.9%, furniture and door mat making 12.5% and tents and chairs for hire 13.5%. Table Banking was the most popular income -Generating activity which most women groups were involved in. It had 47.9% of the women involved.

Further analysis from one of the officials showed that group members had benefited greatly from these activities they were undertaking. Two of the chairladies from Corner Legio Fish sellers and Osiepe involved in the hiring out of tents and plastic chairs reported that;

Our groups have benefited from hiring of tents and chairs to social gatherings like weddings and funerals. When customers come to us they also buy the chickens we have for sale and even order for fish. This business has boosted our savings and we are able to purchase more of these chairs to meet the emerging demands (0.12 1st Dec 2013).

This was a clear indication that members really benefited a lot from the group activities so they had all the reasons of staying in the groups for long because of the investments they had made. The finding was a clear indication that members really benefited a lot from the income generating activities. This concurs with Khan et al, (2005) that proper need analysis from the stake holders would lead to identification of viable development projects which meets the needs of the people and hence leads to sustainability.

Keeping of group record

The study also wanted to establish whether the group officials kept records as a means of securing group wealth and tracking group progress. Results are presented on table 4.7.

Table 4.13: Record Keeping

| Keeping of group records | Frequency | Percentage |
|--------------------------|-----------|------------|
| Yes | 90 | 93.8 |
| No | 4 | 4.3 |
| Not sure | 2 | 2.1 |
| Totals | 96 | 100 |

It was established from Table 4.13 that 93.8% of the respondents kept group records in their groups, 4.3% indicated that there was no keeping of records while 2.1% were not sure whether their groups kept records or not. Majority of the members acknowledged that their group kept records; this generally implies transparency and accountability in the management of groups.

The records kept in funded projects were found to be of two types, the books of accounts and pass books. The FDGs revealed that the books of accounts were associated with high level of formality and financing literacy compared to pass books. However, both the passbooks and the books of accounting were used by group evidence of financial transactions. The books of accounts as explained by the group respondents are

documents kept by the groups showing money in, out and outstanding balance per member in the group in a given period. It was found that the books of accounts were kept by the treasurer of the group. This was found to be beneficial because the books of accounts helped the members in remembering financial transactions, evidence of membership contribution, assisted members in planning individual and group financial activities and helped to avoid frauds.

It was found that four groups 4.3% did not keep the records in their books of accounts due to illiteracy. This was confirmed by one treasurer from Kona Legio group who complained that;

I cannot be able to keep records of accounts because I have a lot of work to do at home and to top it up I am illiterate.

The pass book on the other hand was found to be a book opened by the group to fill in regular group activities in relation to the contribution, savings and loan to the members. It was found that a pass book was used and a way of keeping group records for evidence of group activities, to assist in remembering activities and as evidence of member's contribution. This was confirmed by the treasurer of Obunga support group who asserted that;

In my group we have a book where we record the member's contributions, "I am the custodian of a pass book where I record members' contributions, penalties and other group transaction on a monthly basis. Member's contribution is in form of cash and thus a need to keep the records of who has contributed and when the remittance is done . This helps us to fast track member's records in relation to share contributions.

This was also echoed by the treasurer of Tim Kinda group when she asserted that;

We fine our members when they default in remitting their weekly contributions based on the amount and there is also penalty charge for late attendance of the meetings.

Challenges that project face that can compromise sustainability

This section presented the findings and discussions of the findings under objective three of this research that sought to examine the challenges that projects face that can compromise sustainability of the women funded projects. Challenges presented in the projects by members in relation to the activities that the groups had are presented on Table 4.14. The analysis revealed that various challenges are faced in the various women NGO funded projects in maintaining sustainability, as shown on Table 4.14.

Table 4.14: Summary of the challenges experienced by the beneficiaries which could compromise sustainability

| Challenges | Frequency | Percentage |
|---|------------------|-------------------|
| Unrealistic NGO Funding policies | 90 | 96.8 |
| Poor leadership and governance in the funded projects | 75 | 78.3 |
| Poor Management of income | 80 | 83.3 |
| Lack of computer knowledge (ICT) | 50 | 52.1 |
| Imposition of projects by the NGOs inadequate funding | 85 | 91.3 |
| Beneficiary stress in loan repayment | 10 | 10.4 |
| Lack of land for IGAs | 84 | 87.5 |
| Political interference | 41 | 42.7 |
| Conflicts among group members and funders | 25 | 26.0 |

From Table 4.16, 96.8% of the respondents gave unrealistic funding policies and lack of transparency and accountability as major challenges faced by beneficiaries. 91.3% of the respondents gave imposition of projects by the funding NGOs as a challenge. Lack of land for IGAS was given at 87% by the respondents whereas poor management of income and lack of ICT skills were given at 8.3% and 52.1% respectively.

From the study findings, it could be deduced that majority of the women in the groups had unrealistic funding policies 96.8%, lack of transparency and accountability 96.8% as major challenges they face. These challenges could affect the sustainability of the projects when the donors withdraw.

Unrealistic NGO-funding policies

Funding policies influence how contracts are prepared, how funds are allocated, and the duration of funding and what is funded (ILO, 1997). The study revealed that the NGO's have various funding policies which were posing challenges to the women beneficiaries. The beneficiaries were expected to draw a budget for any development activity they were carrying out then the total amount was shared amongst the funder and the project members. In many cases, the women were not able to raise the money due to poverty as established during the Focus Group Discussion.

The study also revealed that the funds were not released in full to the beneficiaries. When a budget had been forwarded to the NGO funding, on many occasions they released the money in bits. This according to the beneficiaries could not make them achieve what they want. This finding is supported by (ADB, 2004). In support of this, Okun (2008) states that adequate funds to finance project expenditures are necessary for any project

sustainability. According to Asian Development Bank, adequate funding is necessary during the implementation period to ensure capital funds are available to cover investments and working capital requirements and to the operating period and to cover operating expenditures.

From the findings, it could be deduced that the funding policies affected the women development projects mostly due to lack of access and control of resources at the community level (World Bank 2006)

One member from Osiepe group funded by WIFIP stated that;

The fund given to us at the beginning of the project was too little. It is through the member's contributions and income from the different activities that has made us to continue. If our funder could double the amount of funds as we had requested, the projects would expand greatly. But we appreciate their training on how to raise funds.

The study revealed that the amount of money given to the women was inadequate but through training, they could raise other funds for the group's activities.

The chairlady of Kona Legio reported the following during the interview:

Most of the funds we were allocated at the beginning of the project were spent on putting things together such as registration, buying of books for the group and buying of shares. But then it is table banking and weekly saving by members that has made us to succeed.

From the study finding it could be deduced that in most of the projects it was the members' efforts and contribution that make the project succeed.

From Kasarani group funded by K-MET are member stated during the focus group discussion stated that:

The funding policies of the NGOs have tied us. They insist that we must open the accounts, start the projects first before. All these require money at the end of it all we remain with almost nothing to move on with the activities.

The study findings confirms that funding policies are hindrance to the projects sustainability. This study agree with Okun 2008 findings that door funding policies such as contract preparation, duration of funding, donor planning horizon and operation and maintenance cost polices could affect the sustainability of the fund projects

Poor leadership and governance

During the Focus Group Discussion, three members belonging to Obunga group reported that the leaders they had chosen were not leading them well. This was common among the project officials especially when it came to reporting on the expenditure incurred. Three members from Osiepe group reported that the transport cost and lunch for the officials is exaggerated whenever they go to the bank to withdraw money and this makes group members to question their credibility. One member complained:

Why should three people go to the bank when money is to be deposited? We only need three officials when withdrawing money. We are not happy

The study revealed that after over spending, the officials could not give clear accounts of how money was spent and this brought wrangles in the projects.

“They are embezzling the group funds”. (01, 22nd December 2013). One member added.

It was also reported by four members of Obunga Support Group that the officials who were sponsored for training in short time courses in book and record keeping by the NGOs, failed to conduct trainings well.

From the findings, it could be deduced that poor governance brought about by poor leadership skills among the women officials made them have conflicts in the projects. This concurs with Kelly et al (2004) who recognized poor governance within the NGO sector as one of the key challenges facing sustainability. Poor governance among the women can be said to have resulted from lack of proper training in management skills.

Lack of information communication technology support (ICT)

The study revealed that most of the beneficiaries were lacking computer knowledge. This is contrary to Skinner in Harold et al (2003) that technology is required in operating, maintenance and management of rural projects. This is supported by Gilliam et al (2003) who stated that modern technologies support good communication which is fundamental to effective management of the organization, allowing available resources to be appropriately allocated to meet the organization obligations and maintains services for community over the long term. Although a group sponsored by WIFIP called Tim Kinda had sponsored the officials for training in ICT the rest of the beneficiaries from the various projects said they longed for knowledge in computer which could improve their efficiency. . O.2 December 2013 stated that:

There is nothing good one can do in management of group affairs without computer skills therefore we have sponsored them for training.

Lack of transparency and accountability

Lack of transparency was mentioned by the beneficiaries as one major challenge that was cross cutting among the women and the funding NGOs. Two women beneficiaries from Obunga support group reported that funders came to their group to offer assistance; we

were not informed that the money we received was a loan which was to be repaid. Later on, we were informed by the NGO coordinator that we were to repay the loans with some interest. This brought confusion in the projects as some members could not afford the high interest rates and had to leave the group. The study also revealed that the coordinators were not transparent to inform them of when payments of items sold on credit are to be paid and even after receiving payments, they are never informed. This is a factor which was discouraging the members and could lead to project failure.

NGOs imposition of project ideas

A key finding that emerged from this research is that the NGOs funding various projects have been indirectly imposing their ideas on the group members. One of the chairladies reported:

The ideas of making chairs and nets using water hyacinth were not ours. This came from funding NGO, we have in mind things we can do better which can improve our lives but we are compelled to do what they say so that we can be given the money. (0.2 22 Dec 2013).

The research also found out that the funders imposed the graded poultry to the Obunga Support Group. Interviews with the project beneficiaries at Obunga Support Group revealed that members that were given graded chicks lost some of them to diseases, because they were not familiar with them and failed to manage them. The beneficiaries argued that the funding NGO did not take into consideration local chickens that the group was familiar with and knew how to manage instead of the graded poultry that needed great care.

The findings confirm Crawford et al (2003) findings that accountability and transparency in decision making and honest reporting of project activities is fundamental to project sustainability as stakeholders own the project. This study is supported by Lockwood et al (2002) that the NGOs should be accountable to the stakeholders within the women funded projects.

Beneficiary stress in loan repayment

Interviews with beneficiary groups revealed that some members especially in the microfinance projects have difficulties to repay their loans. The research team was informed that, when individual member's fails to pay back their loans, the group members have to cover for them, and where money is not available, the members have to struggle to find the money to pay back. One of the group members said during the focus group discussion that;

"Members are harassed when a member fails to clear her loan" (0.3 23rd 2013),

Lack of land for income-generating activities

During the focus group discussions, the women groups who were involved in growing vegetables, mushrooms and keeping of poultry reported that lack of land to carry out their activities was a major issue which could affect the project expansion and growth hence lead to unsustainability.

Lack of effective communication

Two women from Obunga Support Group, a project funded by K-MET and one from Osiepe supported by WIFIP reported that at times the mode of communication is not very effective. This is because letters informing members of dates of meetings at times delay.

The same applies to notices given to members to pay money towards development activities hence members are caught up with no adequate time to look for the money.

(O. L19th December, 2013) stated that our officials do communicate verbally or send information through other members but sometimes there was distortion and we ended up receiving wrong information. At other times we forget date of scheduled meetings since many Small meeting could be held after five days or one week hence failure to attend.

On the other hand, the focus group discussion feedback on the challenges brought out that money from the sale of chairs and tables are sometimes not paid at the correct time after supplies. Communication breakdown between the NGOs funding various projects and members was a problem

Undermining local leadership by the NGOs

Interview with the key informant who is a government officer revealed that in many cases the, NGOs went directly to the communities without informing the local council's office accordingly. The officer in-charge at the Ministry of Labour and social services said that, they are often left out in the planning and implementation of activities and this was making it difficult for them to follow up on the projects. This situation according to the officer is similar to donor-funded projects through governments where lack of trust in government system leads to building of parallel system which undermines incentive at the centre while doing nothing to build systems that might inspire greater trust.

It was further observed that, in many cases some of the projects collapsed or groups got problems and the lower local government was not interested in intervening because they

felt it was not their responsibility even when they had the capacity to do so. (Kisumu District Development Evaluation Report 2008 -2010).

It could be concluded from the findings that even though the NGOs funding the various projects argued that their projects complemented government plans, the NGO implementation plan design, apart from involving the leaders in mobilizing activities ignored and isolated the structure of government and some of these NGOs do not, for example, involve the government officers in planning let alone provide them with project working documents. This seems to be the source of contention and neglect by the government thus making the government officials not to monitor NGO projects or even intervene where they are failing and instead wait for the NGOs and the group to solve their issues. This concurs with Kelly et al., (2004) recognition of poor governance within the NGO sector as one of the key challenges facing sustainability of many projects.

Knowledge of good governance varies widely, but most project managers have very little understanding on the roles and functions of all the project staff participants, financiers and stakeholders. Crawford et al agrees with this view but argues that it's difficult to achieve good governance within funded projects since some projects funders insist on owning the projects for their own selfish purposes. This is fundamental to accountability and transparency. Many projects mismanage the available resources resulting to project closure.

The study revealed that vegetable growing by Sisters Group were successful but due to political interference, the members met challenges which affected their production and stability of the project. One member reported during focus group discussion that;

The piece of land we are growing vegetables and mushroom in was given to us by the Municipal council of Kisumu but the area member of county assembly has never given us peace. He wants this land to remain vacant for grazing of cows. This has really affected the concentration on the project by members for fear of the land being taken any time.

From the study, further analysis revealed that lack of land ownership by the women is a factor which may affect the sustainability of the project since they do not have land which they can control and make decisions about its use.

Conflict among the group members and funders

The study revealed that the funders and the group members at some point had conflicts. During interview one official from Kona Legio Group reported that making of furniture and door mats for sale to the big hotels brought a big problem between the funders and the group. The funders received the order for the chairs and made transactions on behalf of the members but the buying price was well agreed upon by the group which was making. The official was reported lamenting that:

The transaction done on our behalf for the sales of furniture almost brought the group to stop. We as members we were discouraged. How could they make us do what they want and which is not of direct benefit to us.

From the study findings, it could be deduced that the funding NGOs had imposed the idea of furniture making on the beneficiaries. This contradicts Okun (2002) that for project sustainability, the beneficiaries should be involved at all levels of projects cycle for ownership and support of the project which lead to sustainability.

4.6 Strategies for Upholding Sustainability in Some Women Development Projects Funded by NGOs

This section provide findings to objective four of this research that was to identify the strategies for upholding sustainability of women's NGO funded development projects in Kisumu Central Sub-county. This was tabulated by frequency responses from groups within the two NGOs presented on table 4.15 analyzed data revealed that four key strategies that the respondents suggested improved sustainability of the women projects being funded by the two NGOs.

Table 4.15: Strategies for upholding sustainability in women development projects funded by NGOs

| Strategies | Frequencies | | |
|---|-------------|-------|------------|
| | K-MET | WIFIP | Percentage |
| Beneficiaries involvement in the project life cycle | 41 | 49 | 96.8 |
| Accountability and transparency | 40 | 45 | 91.3 |
| Financial sustainability by making women beneficiaries contribute funds to the projects | 44 | 46 | 96.8 |
| Inclusion of men in women projects | 40 | 42 | 87.5 |

From the table, the four key areas we thought to be important in contributing to the sustainability of the women funded projects.

Beneficiaries' involvement in project life cycle

This research found out that, project ownership is affected by how the projects was designed and introduced in the community by NGO with little involvement of the primary actors and more so the local leaders. To enhance ownership the beneficiaries are encouraged to choose their own leaders to run the projects on their behalf. It was also revealed that the beneficiaries are to contribute towards the project activities. The NGOs came in to complement what they have except for the case of making of chairs where the members were not consulted to seek their opinions and ideas.

It also emerged from the focus group discussion that the beneficiaries were trained on value addition, record keeping, and minute taking and leadership skills. However, training on ICT was sponsored by the members of Tim Kinda group since the NGO did not fund this. This is in support of Paul's(1986) arguments that stakeholders and target group participation and involvement can be said to occur only when people act in consent to advice and decided or act on issues which can best be solved thorough joint action. This concurs with Karl (2000) suggestion that participation can change from many forms along continuum from contribution of inputs to predetermined projects and programmes to information sharing, consultation, decision making, partnership and empowerment. To enhance ownership, this research found out that the NGOs provide incentives like bus fare funds for the beneficiaries during trainings.

Accountability and transparency

The study revealed that the members of the projects had to meet every week or fortnightly to be updated with what is going on in their projects. During the meetings, the

minutes are read and confirmed by members if they are the true records of what was discussed in the previous meetings. The officials were also to present the banking slips to the members anytime there was a transaction carried out in their bank accounts.

A member of sisters group funded by K-MET was reported saying;

We meet fortnightly to check on the progress of the projects as a group but then have a duty roster of selling vegetables and the mushrooms. So every time we meet, we must give a report.

This has enabled us to develop trust among ourselves. We meet in specific place where we carry out the activities.

From the focus group discussion, there was a difference among the groups. Tim kinda group funded by WIFI was unable to meet daily because of the kind of activities they carry in their projects one members was quoted saying

We are unable to meet daily but we have our officials who collect money for savings from members every day. Our meetings are held fortnightly to review how the project members fair with their activities and to give reports on saving.

From the study finding it was revealed that most of the groups gave their reports during their meetings repaid their loans and boosted their shares which could be sustained. Further data analysis revealed that during the meeting minutes were read and roll call taken.

Lack of transparency and accountability.

The study funding agree with Cameron et al (2000) finding that funding is a critical issue for NGOs and therefore there is need for balanced financial accountability and

autonomy which requires carefully negotiated but flexible agreements between donor and beneficiaries

Financial sustainability by making women beneficiaries to contribute funds to the project

The focus group discussion revealed that the beneficiaries had made rules and regulations on how the profit made were to be shared and how borrowing should be done. To raise funds, the women beneficiaries charge interest on money borrowed from the microfinance projects. Literature revealed that the incomes earned from the interest paid helped the organization to pay for running expenses. One of the NGO coordinators with K-MET revealed that in addition to the interest the members are expected to buy shares and use amount of shares one has to borrow a loan. This support Abiona (2009) argument that there should be equal access to resources for sustainability of any development project.

Inclusion of the men in the women project

Three women from Kona Legio Fish sellers reported that the little amount of money they get from the projects had brought misunderstanding between them and their spouses. Due to cultural orientation, the men felt that they should be the ones to control the finances at the household level. One official reported that their husbands on realizing that the women were making a lot of profit wanted to join the women in the project so that he could assist in management. From the findings it could be concluded that the issue of access and control at household level could affect the sustainability of the projects especially when

the men want to be in-charge and control the profits made by the women beneficiaries.

(Q3, 23TH December.)

One official from Mon Nyalo project funded by WIFI reported that:

Our husbands on realizing that we were making a lot of profit wanted to join the projects which they had earlier on associated with failure. The main reason being to assist in projects management.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introductions

This chapter entails a summary of findings from the responses on the focus group discussion (FGDs) with group beneficiaries; interview with key informant from the Ministry of Labour Social Security Services; observation of project records, bank records and different project activities carried out by different groups and the questionnaires given to the project leaders and the NGO coordinators in regard to the study objectives; conclusion of the finding; recommendations for policy action based on the findings; recommendation for policy action based on the outcome of the study and suggestions for further studies.

5.2 Summary of the Study Findings

The main goal of the study was to find out the determinants of sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County, Kenya. The study revealed four categories of activities carried out by women's development projects.

The beneficiaries from different groups were involved in different income-generating activities of which they were to contribute equal amounts of money with the funding NGOs. The study established that this was one way of making the women fully committed for the success of the projects hence sustainability. Other categories included capacity building, social dimension services like health, support of person with disabilities and environmental conservation.

The study further established that several mechanisms were put in place such as capacity building of the beneficiaries which was done at 100%, proper governance of the groups; given at 57.3%, beneficiaries participation and involvement at all levels of the project cycle at 69.8%, funding of the project by the beneficiaries at 90.6% and proper keeping of records, capacity building was predominantly suggested by the beneficiaries as a major mechanism for sustainability of the projects when the external funding is withdrawn. Capacity building was mainly done through trainings and seminars before the disbursement of the funds to the groups. Further analysis revealed that the trainings concentrated mainly on record keeping, minute writing and book keeping. The second mechanism suggested was funding of the projects by the beneficiaries for the purpose of empowering them and to encourage participation.

The findings of the study further showed that there were major challenges experienced by the beneficiaries which could affect the sustainability of various projects. 96.8% of the respondents gave funding policies as major challenge. The NGOs had many policies which were to be followed before the funds are released to the projects such as the registration of the groups by the members at the ministry of gender and social services; opening bank account meant that all the groups had to operate a bank account because funds are released in bits. In most cases the funds released in bits are never enough to meet the project budget.

Failure of women beneficiaries from the different projects to raise enough funds were attributed to lack of access and control of resources at the community level which they

could use as collaterals to acquire loans from the money lending institutions such as the banks.

Another major challenge given by the majority of the respondents (91.3%) was imposition of project ideas by the funding NGOs to the beneficiaries. Further analysis revealed that some of the projects that the women were involved in such as making of furniture using the water hyacinth were not their initiative and therefore the women were involved in making furniture and door mats for the sake of getting funds. The study revealed that lack of ownership of such projects could lead to failure when external funding is finally withdrawn. From the findings it could be deduced that lack of education by the women lead to poverty which made them engage in projects imposed on them by the NGOs for the sake of getting funding although the projects were not their own initiatives.

The study findings also revealed that several strategies had been put in place by the funding NGOs upholding sustainability in the projects. The majority of the respondents (96.8%) suggested involvement of the beneficiaries in the project life cycle and financial sustainability as crucial in project sustainability. This was followed by transparency and accountability which was reported to be lacking within the beneficiaries themselves; between the funders and the government officials and even between the funding NGOs and the beneficiaries lack of transparency and accountability response was given at 61.3%. Majority of the beneficiaries were not in support of the idea of including the men in their projects as a strategy of sustainability. From the study it can be deduced that

women still lack empowerment of embracing Gender and Development (GAD) and the importance of this for the benefit of both men and women in the development process.

5.3 Conclusion

The study concludes that in the study area there exist four categories of activities in the funded development projects namely capacity building, social services, economic empowerment and environmental conservation. However, among the four categories economic empowerment and capacity building was taking the lead to improve the status of the women who form the majority of the poor due to unequal access and control of the factors of production.

The study determined that there are varied mechanisms put in place by the funding NGOs ensure sustainability of the development projects. The critical one being capacity building. However, the study revealed that there are challenges in the projects which could affect the sustainability of the development projects such as NGOs funding policies imposition of the project ideas by the NGOs and accountability. Other challenges included; poor leadership and governance, interference from spouses, beneficiary stress in loan repayment, political interference, and conflicts among group members and funders and lack of land for income generating activities. The study outlines strategies for upholding sustainability of the projects when external funding is withdrawn such as beneficiaries' involvement in the project lifecycle transparency and accountability. The study established that majority of the women had not embraced the idea of inclusion of the men in their projects which indicated lack of awareness of Gender and Development

(GAD). Therefore, there is need to create awareness on the importance of inclusion of both men and women in the development process.

5.4 Recommendation of the Study

On the basis of the study discussions and conclusion the following recommendations are suggested for enhancing sustainability of women's funded development projects in Kisumu Sub-county

The county government of Kisumu through the ministry of Gender and Social Services should put in place checks and balances to ensure that women are the direct beneficiaries of the projects meant for them.

NGOs working in Kisumu sub county should be encouraged to involve the stakeholders at all levels of project development for the purpose of ownership hence sustainability.

The government through the ministry of gender and social services should collaborate and work in close partnership to increase the economic empowerment of the women by coming up with programs that can help generate funds without collaterals or can offer women friendly lending.

Women beneficiaries of different funded projects should be encouraged to contribute towards their projects as one of the most effective ways of enhancing sustainability when external support is withdrawn.

5.5 Areas of Further Research

Based on the focus of the study and findings, the following are recommended as positive areas for further research.

Challenges faced by NGOs in implementing development projects.

A comparative study on the determinants of sustainability of the youth funded development projects.

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APPENDICES

APPENDIX I : LETTER OF INTRODUCTION

Dear Respondent,

RE: DATA COLLECTION

I am a student pursuing a Master's Degree in gender and development. As part of the academic requirements, I am undertaking a study on 'The sustainability of women development NGO-funded projects in Kisumu Central Sub-county'. I hereby request you to fill this questionnaire which will enable me to obtain data for the study. The information obtained will be treated with utmost confidentiality.

Your cooperation will be highly appreciated.

Yours Faithfully

.....

Grace Adhola

APPENDIX II : INTERVIEW GUIDE FOR THE OFFICIAL IN THE MINISTRY OF LABOUR, SOCIAL SECURITY AND SERVICES (KEY INFORMANTS)

1. Are the projects funded in the district?
2. Which kind of projects is funded?
3. Who funds the projects?
4. How are the funds released?
5. Are there policies before the funds are released?
6. How do you relate with the other funders like the NGOs?
7. Apart from funding, what are the other services you offer to them?
8. What are some of the challenges you face when dealing with these development projects?
9. How have you addressed those challenges?
10. What activities are you doing to ensure sustainability of these projects?
11. What recommendations would you give that would ensure sustainability of these projects?

APPENDIX III : FOCUS GROUP DISCUSSION QUESTIONS FOR WOMEN BENEFICIARIES

1. What is the name of your project?
2. What is the number of members in your project?
3. When was the project started?
4. What are the activities carried out in your project?
5. What is the name of the NGO funding the project?
6. Do you have leaders of the project?
7. How do you choose the leaders?
8. Who chairs the meeting?
9. How often do you meet with your funders?
10. What benefits do you get from the projects?
11. How are the project group members involved in the planning and management of the project?

APPENDIX IV : QUESTIONNAIRE FOR NGO NYANZA REGIONAL COORDINATOR

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

1. Which NGOs are found in Kisumu County?
2. Out of these NGOs, which ones support women development projects in Kisumu County?
3. Which of these NGOs named above support women development projects in Kisumu Central Sub-county? a. _____
b. _____
c. _____
4. Tick the categories of NGOs services in Kisumu Central Sub-county
 - a. Empowerment []
 - b. Charitable []
 - c. Participatory []
 - d. Service []

THANK YOU!

APPENDIX V : QUESTIONNAIRE FOR PROJECT COORDINATOR K-MET

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

1. Duration served in this project (tick appropriately)
 - a. Less than a year []
 - b. Between 1 and 3 years []
 - c. Between 4 and 5 years []
 - d. Over 5 years (Specify the actual number of years) []

2. Which type of the development projects do you offer services to? (please tick appropriately)
 - a. Charitable []
 - b. Service []
 - c. Participatory []
 - d. Empowering []

3. Which type of services do you offer to the groups?
 - a. Training []
 - b. Funding []
 - c. Marketing of produce []
 - d. Others (Please specify)_____

4. What is the project cycle?
- a. Less than a year []
 - b. 1 year []
 - c. 2 years []
 - d. 3 years []
 - e. 4 years
 - f. More than 5 years [] (Please specify)_____

Financial Resources

5. Where do you get the money to carry out the activities of the group?

(please tick appropriately)

- a. Members' contribution []
- b. NGO funding []
- c. CDF []
- d. Others (specify)_____

6. Which projects do you fund in relation to women development projects?

- a. Charitable []
- b. Empowerment []
- c. Service []

7. If funded by the NGO, how are the finances released to the group?

- a. Half way []
- b. Quarterly []
- c. Once in full []

8. Are there requirements needed before the funds are released to the women development projects? (Please tick appropriately?)

- a. Contribution by members []
- b. Registration of the group []

- c. Selection of the officials []
- d. Income generating activities []
- e. Others (Specify)_____

9. Do members make contributions towards the project activities?

- a. Yes []
- b. No []

10. If yes, how much is contributed by each member towards the project?

11. Are there services offered by the NGO to the group members?

- a. Financial management
- b. Leadership
- c. Minute taking
- d. Computer knowledge

12. How often do you meet with the members of the projects to discuss issues such as planning?

- a. Every week []
- b. Once a month []
- c. Fortnightly []
- d. Twice a year []
- e. Others (specify)_____

13. Are the beneficiaries involved in decision making?

- a. Yes []
- b. No []

14. Which channels of communication do you use to communicate to the group beneficiaries?

- a. Letters []
- b. Mobile phones []
- c. E-mail []
- d. Face to face []
- e. Others [] specify_____

15. What are some of the challenges faced in coordinating the women development projects?

- a. Access and control issues []
- b. Male domination []
- c. Others [] specify _____

16. In your opinion, what would you suggest should be done to help the projects continue when the external support is withdrawn?

- a. _____
- b. _____
- c. _____
- d. _____

17. Do you have any funding policies governing funding of the women development?

Yes []

No []

18. How is the funding for the women development funded determined?

19. Which of the following funding policies are applicable to your NGO?

- a. Income generating activity []
- b. Members' subscription []
- c. Bank account []

20. To what extent do the existing funding policies affect the continuity affect these development projects? (please tick appropriately)

- a. Very great extent []
- b. Great extent []
- c. Fair extent []
- d. Little extent []
- e. No extent at all []

21. To what extent would you agree with the following challenges which affect the continuity of these projects? (please rate as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree)

Challenges

5 4 3 2 1

Inadequate funding

Stringent NGOs funding policies

Lack of competencies in technology based applications

Inadequate training of staff in the project

Lack of cooperation with other funding agents

Lack of community good will

Lack of cooperation with the project beneficiaries

Poor management of the project

Absence of strategic planning

Poor networking

Poor communication

Political dynamics

In your opinion what would like to say about the women participation and involvement in the NGO development projects in this area?

APPENDIX VI : QUESTIONNAIRE FOR PROJECT COORDINATOR WIFIP

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

1. Duration served in this project (tick appropriately)
 - a. Less than 1 year []
 - b. Between 2 and 3 years []
 - c. Between 3 and 5 years []
 - d. Over 5 years (Specify the actual number of years) []

2. Which type of the development projects do you offer services to? (please tick appropriately)
 - a. Charitable []
 - b. Service []
 - c. Participatory []
 - d. Empowering []

3. Which type of services do you offer to the groups?
 - a. Training []
 - b. Funding []
 - c. Marketing of produce []
 - d. Others (Please specify)_____

4. What is the project cycle?

- a. Less than a year []
- b. 1 year []
- c. 2 years []
- d. 3 years []
- e. 4 years
- f. More than 5 years [] (Please specify)_____

Financial Resources

5. Where do you get the money to carry out the activities of the group? (please tick appropriately)

- a. Members' contribution []
- b. NGO funding []
- c. CDF []
- d. Others (specify)_____

6. Which projects do you fund in relation to women development projects?

- a. Charitable []
- b. Empowerment []
- c. Service []

7. If funded by the NGO, how are the finances released to the group?

- a. Half way []
- b. Quarterly []
- c. Once in full []

8. Are there requirements needed before the funds are released to the women development projects? (please tick appropriately?)

- a. Contribution by members []
- b. Registration of the group []
- c. Selection of the officials []

- d. Income generating activities []
- e. Others (Specify)_____
9. Do members make contributions towards the project activities?
- a. Yes []
- b. No []
10. If yes, how much is contributed by each member towards the project?
11. Are there services offered by the NGO to the group members?
- a. Financial management
- b. Leadership
- c. Minute taking
- d. Computer knowledge
12. How often do you meet with the members of the projects to discuss issues such as planning?
- a. Every week []
- b. Once a month []
- c. Fortnightly []
- d. Twice a year []
- e. Others (specify)_____
13. Are the beneficiaries involved in decision making?
- a. Yes []
- b. No []
14. Which channels of communication do you use to communicate to the group beneficiaries?
- a. Letters []
- b. Mobile phones []
- c. E-mail []
- d. Face to face []

e. Others specify _____

15. What are some of the challenges faced in coordinating the women development projects?

a. Access and control issues

b. Male domination

c. Others specify _____

16. In your opinion, what would you suggest should be done to help the projects continue when the external support is withdrawn?

a. _____

b. _____

c. _____

d. _____

17. Do you have any funding policies governing funding of the women development?

18. How is the funding for the women development funded determined?

19. Which of the following funding policies are applicable to your NGO?

a. Income generating activity

b. Members' subscription

c. Bank account

20. To what extent do the existing funding policies affect the continuity affect these development projects? (please tick appropriately)

a. Very great extent

b. Great extent

c. Fair extent

d. Little extent

e. No extent at all

21. To what extent would you agree with the following challenges which affect the continuity of these projects? (please rate as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree)

Challenges

5 4 3 2 1

Inadequate funding

Stringent NGOs funding policies

Lack of competencies in technology based applications

Inadequate training of staff in the project

Lack of cooperation with other funding agents

Lack of community good will

Lack of cooperation with the project beneficiaries

Poor management of the project

Absence of strategic planning

Poor networking

Poor communication

Political dynamics

22. In your opinion what would like to say about the women participation and involvement in the NGO development projects in this area?

APPENDIX VII: QUESTIONNAIRE FOR WOMEN DEVELOPMENT PROJECT OFFICIAL (LEADER) UNDER K-MET

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

SECTION A: General Information

Age (please tick your age bracket)

1.
 - a. Between 20 to 30 years []
 - b. Between 31 and 40 years []
 - c. Between 41 and 50 years []
 - d. Over 50 years []

2. Level of education (tick appropriately)

- a. Non-formal education []
- b. Primary []
- c. Secondary []
- d. College []
- e. University []
- f. Others [] (specify)_____

3. Duration served in this project (tick appropriately)

- a. Less than a year []
- b. Between 1 and 3 years []
- c. Between 3 and 5 years []
- d. Over 5 years [] specify actual duration of years served_____
4. What kind of activities are carried out by the members of your group?
5. Where do you get the funds for your project activities? (Tick which is applicable)
- a. Contribution from members []
- b. Income generating activities []
- c. CDF []
- d. NGO []
6. The following are some of the services offered to the group (tick appropriately)
- a. Training of leadership skills []
- b. Training in financial management []
- c. Training in the use of computers []
- d. Training in family care []
- e. Creation of awareness of the individual rights of the women []
- f. Civic education []
- g. Voting rights []
- h. Minute taking []
- i. Other []
- specify_____
7. How often do you meet with your funders to plan project activities (tick appropriately)
- a. Weekly []
- b. Fortnightly []
- c. Monthly []
- d. Once a year []
8. Which communication channel do you use to communicate with your funders (tick appropriately)

- a. Telephone []
- b. Email []
- c. Letters []
- d. Face to face []
- e. Others [] specify _____

9. To what extent do you use the computer in the daily management of this project? Rate as follows: 5=very great extent, 4=great extent, 3=fair extent, 2=little extent, 1=no extent at all.

Activities

- | | 5 | 4 | 3 | 2 | 1 |
|----------------------------|---|---|---|---|---|
| a. Budget making | | | | | |
| b. Report writing | | | | | |
| c. Data storage | | | | | |
| d. E-mailing of findings | | | | | |
| e. Analysis of data | | | | | |
| f. Collection of data | | | | | |
| g. Budget making | | | | | |
| h. Report writing | | | | | |
| i. Statistical computation | | | | | |

10. To what extent does computer support the effective running of the day-to-day activities of this project?

- a. Very great extent
- b. Great extent
- c. Fair extent
- d. No extent at all

11. Have you set any rule pertaining to reporting of the financial management of the project?

- a. Yes []
- b. No []

12. How you rate the following in this project? Rate as follows: 5=very high, 4=high, 3=moderate, 2=low, 1=very low.

5 4 3 2 1

- a. Transparency
- b. Accountability
- c. Trust

13. To what extent are the women beneficiaries involve in the planning of project activities? (please tick appropriately)

- a. Very great extent []
- b. Great extent []
- c. Fair extent []
- d. Little extent []
- e. No extent at all []

14. Are there requirements needed before the funds are released to the women development projects? (Please tick appropriately?)

- a. Contribution by members []
- b. Registration of the group []
- c. Selection of the officials []
- d. Income generating activities []
- e. Others (Specify)_____

15. Do you have any funding policies governing funding of the women development?

16. How is the funding for the women development funded determined?
17. Which of the following funding policies are applicable to your NGO?

Income generating activity []

Members' subscription []

Bank account []

18. What are some of the challenges the women beneficiaries face in the running of the project activities? (please tick appropriately)

- a. Male dominance
- b. Access and control
- c. Lack of knowledge in computer
- d. lack of adequate funds

19. The following activities are carried out to ensure continuity of the project after the withdrawal of external support. (Please tick appropriately).

- a. Involvement of stakeholders in decision making process
- b. Training of the stakeholders in leadership
- c. Training of the stakeholders in financial management
- d. Transparency and accountability in all the activities of the project
- e. Adequate funding
- f. Training of the stakeholders in technology like use of computers

20. Tick the measures you think need to be put in place to enhance and promote continuity of the development projects in this region.

- a. Involvement of stakeholders in decision making process
- b. Training of the stakeholders in leadership
- c. Training of the stakeholders in financial management
- d. Transparency and accountability in all the activities of the project
- e. Adequate funding

f. Training of the stakeholders in technology like use of computers

21. In your opinion what would you say about the NGO funding policies on continuity women development in this region?

THANK YOU!

APPENDIX VIII : QUESTIONNAIRE FOR WOMEN DEVELOPMENT PROJECT OFFICIAL (LEADER) UNDER WIFIP

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

SECTION A: General Information

Age (please tick your age bracket)

1.
 - a. Between 20 to 30 years []
 - b. Between 31 and 40 years []
 - c. Between 41 and 50 years []
 - d. Over 50 years []

2. Level of education (tick appropriately)
 - a. Non-formal education []
 - b. Primary []
 - c. Secondary []
 - d. College []
 - e. University []
 - a. Others [] (specify)_____

3. Duration served in this project (tick appropriately)
 - a. Less than a year []

- b. Between 1 and 3 years []
- c. Between 3 and 5 years []
- d. Over 5 years [] specify actual duration of years served_____
4. What kind of activities is carried out by the members of your group?
5. Where do you get the funds for your project activities? (Tick which is applicable)
- a. Contribution from members []
- b. Income generating activities []
- c. CDF []
- d. NGO []
6. The following are some of the services offered to the group (tick appropriately)
- a. Training of leadership skills []
- b. Training in financial management []
- c. Training in the use of computers []
- d. Training in family care []
- e. Creation of awareness of the individual rights of the women []
- f. Civic education []
- g. Voting rights []
- h. Minute taking []
- i. Other [] specify_____
7. How often do you meet with your funders to plan project activities (tick appropriately)
- a. Weekly []
- b. Fortnightly []
- c. Monthly []
- d. Once a year []
8. Which communication channel do you use to communicate with your funders (tick appropriately)

- a. Telephone []
- b. Email []
- c. Letters []
- d. Face to face []
- e. Others [] specify _____

9. To what extent do you use the computer in the daily management of this project?
Rate as follows: 5=very great extent, 4=great extent, 3=fair extent, 2=little extent, 1=no extent at all.

Activities

- | | 5 | 4 | 3 | 2 | 1 |
|----------------------------|---|---|---|---|---|
| a. Budget making | | | | | |
| b. Report writing | | | | | |
| c. Data storage | | | | | |
| d. E-mailing of findings | | | | | |
| e. Analysis of data | | | | | |
| f. Collection of data | | | | | |
| g. Budget making | | | | | |
| h. Report writing | | | | | |
| i. Statistical computation | | | | | |

10. To what extent does computer support the effective running of the day-to-day activities of this project?

- a. Very great extent
- b. Great extent
- c. Fair extent
- d. No extent at all

11. Have you set any rule pertaining to reporting of the financial management of the project?

- a. Yes []
- b. No []

12. How you rate the following in this project? Rate as follows: 5=very high, 4=high, 3=moderate, 2=low, 1=very low.

5 4 3 2 1

- a. Transparency
- b. Accountability
- c. Trust

13. To what extent are the women beneficiaries involve in the planning of project activities? (please tick appropriately)

- a. Very great extent []
- b. Great extent []
- c. Fair extent []
- d. Little extent []
- e. No extent at all []

14. Are there requirements needed before the funds are released to the women development projects? (Please tick appropriately?)

- a. Contribution by members []
- b. Registration of the group []
- c. Selection of the officials []
- d. Income generating activities []
- e. Others (Specify)_____

15. Do you have any funding policies governing funding of the women development?

16. How is the funding for the women development funded determined?

17. Which of the following funding policies are applicable to your NGO?

- a. Income generating activity []
- b. Members' subscription []
- c. Bank account []

18. What are some of the challenges the women beneficiaries face in the running of the project activities? (please tick appropriately)

- a. Male dominance
- b. Access and control
- a. Lack of knowledge in computer
- b. lack of adequate funds

19. The following activities are carried out to ensure continuity of the project after the withdrawal of external support. (Please tick appropriately).

- a. Involvement of stakeholders in decision making process
- b. Training of the stakeholders in leadership
- c. Training of the stakeholders in financial management
- d. Transparency and accountability in all the activities of the project
- e. Adequate funding
- f. Training of the stakeholders in technology like use of computers

20. Tick the measures you think need to be put in place to enhance and promote continuity of the development projects in this region.

- a. Involvement of stakeholders in decision making process
- b. Training of the stakeholders in leadership
- c. Training of the stakeholders in financial management
- d. Transparency and accountability in all the activities of the project
- e. Adequate funding
- f. Training of the stakeholders in technology like use of computers

21. In your opinion what would you say about the NGO funding policies on continuity women development in this region?

THANK YOU!

APPENDIX IX : QUESTIONNAIRE FOR PROJECT FINANCE MANAGER WIFIP

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

1. Duration served in this project (tick appropriately)
 - a. Less than a year []
 - b. Between 1 and 3 years []
 - c. Between 4 and 5 years []
 - d. Over 5 years (Specify the actual number of years) []

2. Which type of the development projects do you offer services to? (please tick appropriately)
 - a. Charitable []
 - b. Service []
 - c. Participatory []
 - d. Empowering []

3. Which type of services do you offer to the groups?
 - a. Training []
 - b. Funding []
 - c. Marketing of produce []
 - d. Others (Please specify)_____

4. What is the project cycle?
- a. Less than a year []
 - b. 1 year []
 - c. 2 years []
 - d. 3 years []
 - e. 4 years []
 - f. More than 5 years [] (Please specify)_____

Financial Resources

5. Where do you get the money to carry out the activities of the group?

(please tick appropriately)

- a. Members' contribution []
- b. NGO funding []
- c. CDF []
- d. Others (specify)_____

6. Which projects do you fund in relation to women development projects?

- a. Charitable []
- b. Empowerment []
- c. Service []

7. If funded by the NGO, how are the finances released to the group?

- a. Half way []
- b. Quarterly []
- c. Once in full []

8. Are there requirements needed before the funds are released to the women development projects? (Please tick appropriately?)

- a. Contribution by members []
- b. Registration of the group []
- c. Selection of the officials []
- d. Income generating activities []
- e. Others (Specify)_____

9. Do members make contributions towards the project activities?

- a. Yes []
- b. No []

10. If yes, how much is contributed by each member towards the project?

11. Are there services offered by the NGO to the group members?

- a. Financial management
- b. Leadership
- c. Minute taking
- d. Computer knowledge

12. How often to do you meet with the members of the projects to discuss issues such as planning?

- a. Every week []
- b. Once a month []
- c. Fortnightly []
- d. Twice a year []
- e. Others (specify)_____

13. Are the beneficiaries involved in decision making?

- a. Yes []
- b. No []

14. Which channels of communication do you use to communicate to the group beneficiaries?

- a. Letters []

- b. Mobile phones []
- c. E-mail []
- d. Face to face []
- e. Others [] specify _____

15. What are some of the challenges faced in coordinating the women development projects?

- a. Access and control issues []
- b. Male domination []
- c. Others [] specify _____

16. In your opinion, what would you suggest should be done to help the projects continue when the external support is withdrawn?

- a. _____
- b. _____
- c. _____
- d. _____

17. Do you have any funding policies governing funding of the women development?

18. How is the funding for the women development funded determined?

19. Which of the following funding policies are applicable to your NGO?

- a. Income generating activity []
- b. Members' subscription []
- c. Bank account []

20. To what extent do the existing funding policies affect the continuity affect these development projects? (please tick appropriately)

- a. Very great extent []
- b. Great extent []
- c. Fair extent []
- d. Little extent []
- e. No extent at all []

21. To what extent would you agree with the following challenges which affect the continuity of these projects? (please rate as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree)

Challenges

5 4 3 2 1

Inadequate funding

Stringent NGOs funding policies

Lack of competencies in technology based applications

Inadequate training of staff in the project

Lack of cooperation with other funding agents

Lack of community good will

Lack of cooperation with the project beneficiaries

Poor management of the project

Absence of strategic planning

Poor networking

Poor communication

Political dynamics

22. In your opinion what would like to say about the women participation and involvement in the NGO development projects in this area?

APPENDIX X : QUESTIONNAIRE FOR PROJECT FINANCE MANAGER K-MET

I am a post graduate student of Kenyatta University carrying out a research on sustainability of women's NGO funded development projects in Kisumu Central Sub-county, Kisumu County. The information provided will be used for the purpose of these research instructions only and will be treated as confidential.

Instructions

1. Do not write your name on the questionnaire.
2. Kindly answer the questionnaire by writing a brief statement or ticking in the boxes provided as per the instructions.

Please answer the following questions.

1. Duration served in this project (tick appropriately)
 - a. Less than 1 year []
 - b. Between 1 and 3 years []
 - c. Between 4 and 5 years []
 - d. Over 5 years (Specify the actual number of years) []

2. Which type of the development projects do you offer services to? (please tick appropriately)
 - a. Charitable []
 - b. Service []
 - c. Participatory []
 - d. Empowering []

3. Which type of services do you offer to the groups?
 - a. Training []
 - b. Funding []
 - c. Marketing of produce []
 - d. Others (Please specify)_____

4. What is the project cycle?
- a. Less than a year []
 - b. 1 year []
 - c. 2 years []
 - d. 3 years []
 - e. 4 years
 - f. More than 5 years [] (Please specify)_____

Financial Resources

5. Where do you get the money to carry out the activities of the group?

(please tick appropriately)

- a. Members' contribution []
- b. NGO funding []
- c. CDF []
- d. Others (specify)_____

6. Which projects do you fund in relation to women development projects?

- a. Charitable []
- b. Empowerment []
- c. Service []

7. If funded by the NGO, how are the finances released to the group?

- a. Half way []
- b. Quarterly []
- c. Once in full []

8. Are there requirements needed before the funds are released to the women development projects? (Please tick appropriately?)

- a. Contribution by members []
- b. Registration of the group []
- c. Selection of the officials []
- d. Income generating activities []

- e. Others (Specify)_____
9. Do members make contributions towards the project activities?
- a. Yes []
- b. No []
10. If yes, how much is contributed by each member towards the project?
11. Are there services offered by the NGO to the group members?
- a. Financial management
- b. Leadership
- c. Minute taking
- d. Computer knowledge
12. How often do you meet with the members of the projects to discuss issues such as planning?
- a. Every week []
- b. Once a month []
- c. Fortnightly []
- d. Twice a year []
- e. Others (specify)_____
13. Are the beneficiaries involved in decision making?
- a. Yes []
- b. No []
14. Which channels of communication do you use to communicate to the group beneficiaries?
- a. Letters []
- b. Mobile phones []
- c. E-mail []
- d. Face to face []
- e. Others [] specify_____

15. What are some of the challenges faced in coordinating the women development projects?
- Access and control issues []
 - Male domination []
 - Others [] specify _____
16. In your opinion, what would you suggest should be done to help the projects continue when the external support is withdrawn?
- _____
 - _____
 - _____
 - _____
17. Do you have any funding policies governing funding of the women development?
18. How is the funding for the women development funded determined?
19. Which of the following funding policies are applicable to your NGO?
- Income generating activity []
 - Members' subscription []
 - Bank account []
20. To what extent do the existing funding policies affect the continuity affect these development projects? (please tick appropriately)
- Very great extent []
 - Great extent []
 - Fair extent []
 - Little extent []
 - No extent at all []
21. To what extent would you agree with the following challenges which affect the continuity of these projects? (please rate as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree)

Challenges

5 4 3 2 1

Inadequate funding

Stringent NGOs funding policies

Lack of competencies in technology based applications

Inadequate training of staff in the project

Lack of cooperation with other funding agents

Lack of community good will

Lack of cooperation with the project beneficiaries

Poor management of the project

Absence of strategic planning

Poor networking

Poor communication

Political dynamics

In your opinion what would like to say about the women participation and involvement in the NGO development projects in this area?

APPENDIX XI: OBSERVATION CHECKLIST

Observation checklist for availability project records and how the responsibilities are shared in the project.

| | Available | Not available |
|---|------------------|----------------------|
| Financial records used e.g. bank, cash book, bank Account book | | |
| Meeting minute book | | |
| Responsibilities shared by members, chairperson, secretary, treasurer | | |

APPENDIX XII : MAP

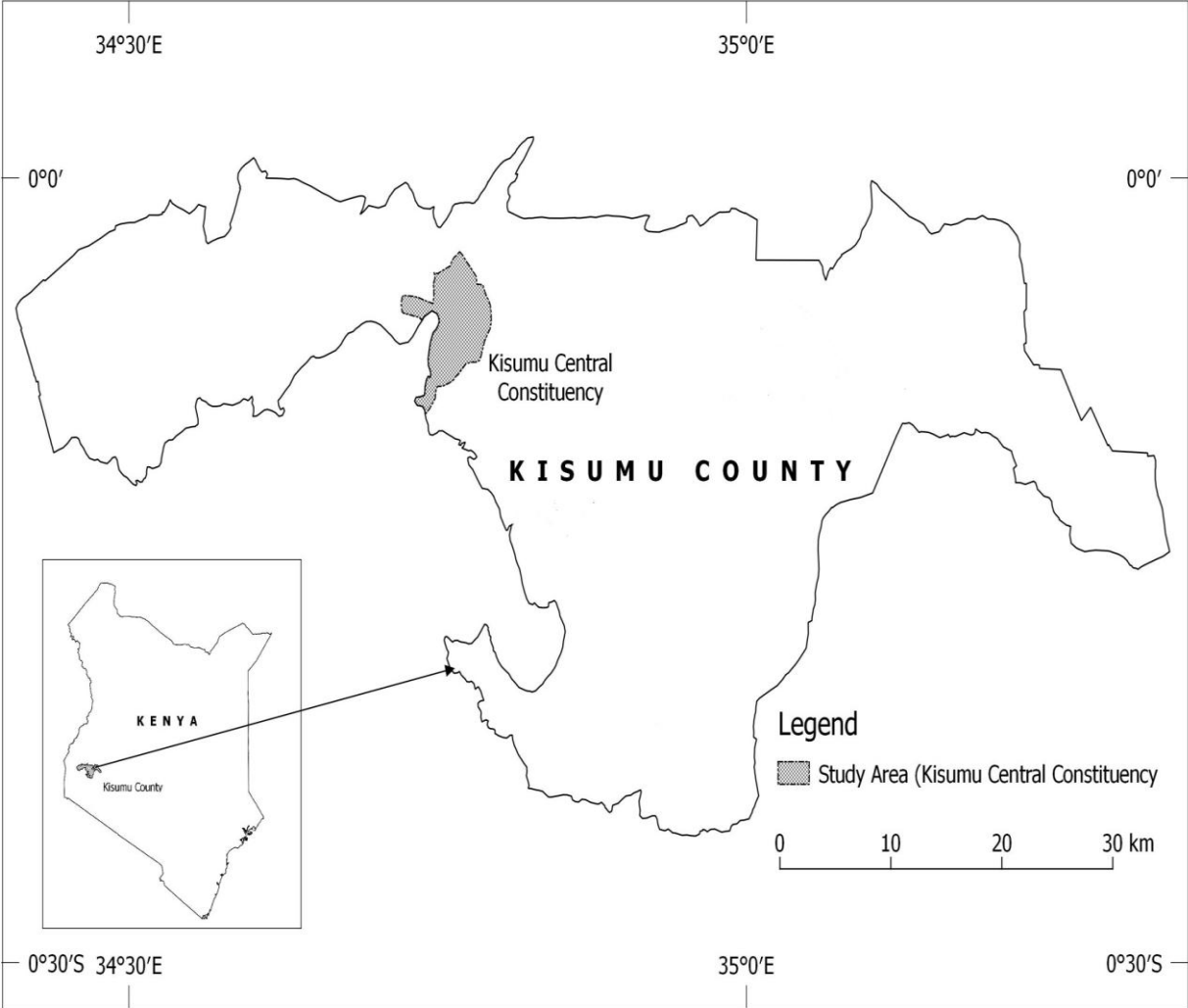


Figure 3.1 : position of Kisumu Central Sub-county

APPENDIX XIII: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MS. GRACE ACHIENG ADHOLA
of KENYATTA UNIVERSITY, 0-40100
kisumu, has been permitted to conduct
research in Kisumu County
on the topic: SUSTAINABILITY OF
WOMEN DEVELOPMENT PROJECTS
FUNDED BY NGOS IN KISUMU CENTRAL
CONSTITUENCY - KISUMU COUNTY,
KENYA
for the period ending:
30th September, 2015


Permit No : NACOSTI/P/15/8362/6598
Date Of Issue : 22nd June, 2015
Fee Received :Ksh. 1000

[Handwritten Signature]
Director General
National Commission for Science,
Technology & Innovation

Applicant's Signature

CONDITIONS

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
- 2. Government Officers will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**

REPUBLIC OF KENYA

NACOSTI
National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 5474

CONDITIONS: see back page