

**INFLUENCE OF WOMEN MANAGEMENT SKILLS ON PERFORMANCE OF
SELF HELP GROUPS IN KIAMBU COUNTY, KENYA.**

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**A Research Project Project Submitted in Partial Fulfillment of the Requirements
for the Award of the Degree of Master of Arts in Project Planning and Management
of the University Of Nairobi**

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DECLARATION

This research project is my original work and has not been presented for academic award in any other university.

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This research project has been submitted for examination with our approval as University supervisors.

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DEDICATION

This project is dedicated to my lovely husband Chrisogonas Odera who has helped me financially throughout my master's program and my late father George Onger Nyaoro who would have really been proud of me to be able to accomplish this chapter of my life.

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I am greatly indebted to my supervisor, Prof. Ndunge Kyalo for her immense support, tireless effort and continuous guidance throughout this study, with her enthusiasm, inspiration and great effort to explain things clearly and simply.

Special thanks to all the lecturers of project planning and management for their valuable and selfless knowledge they imparted in me during my course work. I am grateful to all those with whom I have had the pleasure to work with in my class.

Members of my family continue to greatly encourage and pray for me throughout this time of my research. This proposal is heartily dedicated to my beloved mother Linet Nyaoro, my husband Chrisogonas Odero who has supported me throughout this entire master's program. And my late father George Onger Nyaoro who took lead to heaven before I began my masters. May the Almighty God rest his soul in eternal peace.

ABSTRACT

The purpose of this study was to establish the influence of women management skills on performance of self-help projects in Kiambu County. This study was guided by the following objectives; to establish the extent to which project identification skills influence the performance of SHG projects; to establish how stakeholders identification skills influence the performance of self-help groups; to establish the extent to which project implementation skills influence the performance of self-help and to establish how conflict resolution skill influence the performance of self-help group in Kiambu county. It is hoped that the findings of this study will help the management Social development office, Kiambu to understand the importance of developing women management skills on management of self-help project groups thus appreciating the application of such skills in the running of the day to day operations of projects within SHGs. It will also guide the development of policies and guidelines governing project identification, stakeholder participation, project implementation and conflict resolution skill practices while conducting activities of various self-help groups. This study will contribute to the existing knowledge in project management and to increasing performance standards amongst the self-help group leaders and members and the entire industry. The study on women management skills would provide a platform for more research in the area and would also be used as a source of references by scholars. The research adopted descriptive survey research design with a view of collecting information through administering questionnaires and interview guides to the sampled respondents. The targeted population of this study was 300 women across 6 sub counties in Kiambu namely Kiambu town , Thika town Juja town , Kikuyu town , Limuru town , Ruiru town out of which a sample of 192 respondents was be selected using Krejcie and Morgan (1970) table for determining sample size, at the confidence interval of 0.05 and confidence level of 95%. The study employed stratified random sampling and simple random sampling technique. Data collected was analyzed using SPSS and presented through percentages, standard deviation and frequencies to generate both descriptive and inferential statistics. The findings of the study have been presented using tables and explanation has been done in prose form.

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ABBREVIATIONS AND ACRONYMS

| | |
|---------|---|
| NACOSTI | National commission of science, technology and innovation |
| NGOs | Non-Governmental Organizations |
| PM | Project Management |
| PMBOK | Project Management Book of Knowledge |
| PMI | Project Management Institute |
| SHG | Self Help Group |
| SPSS | Statistical package for social Science |

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The self-help approach seeks to use voluntary grassroots organizations ultimately provide for the people's basic (food and non-food) needs by mobilizing private resources. According to a survey executed by the Standish Group International in 2015, 80% of project successes or failures may be linked to planning, like bad scope definition, bad stakeholder analysis, bad activity decomposition and bad resource assignment. The planning process is then very important and not under control. Very important, because the decisions made upstream in planning phase have much bigger consequences in the downstream execution phase: failing to plan is planning to fail.

The Nigerian government once made its initiatives targeted at women who became the main beneficiaries of the Better Life and the Family support Programmes. In these programmes, women were encouraged to form co-operative societies in order to enhance their access to credits, their productivity and income earning opportunities. Aside from co-operative societies, community-based organizations have also featured as agents of development through self-help activities.

The implementation of most projects in developing countries is amalgamated with low project management capacity ,poor support infrastructures, low level of technology, low capacity of implementing institutions, unreliable communication, high turnover of leadership and workmen, low level or absence of accountability and transparency, and long and tedious formal decision-making procedures are typical conditions in developing countries which complicate project management.

Most women groups in Nyeri County their projects have been complicated by low level of technology, low capacity of implementing institutions such as less or no funding from donor organizations, unreliable communication within members groups, poor group documentation, high turnover of group leadership, low level or absence of accountability and transparency within the group members, and long and tedious formal decision-making procedures when conflicts occur (Githinji 2017). This study therefore shall seek look into the link between the project management skills and the performance of the

projects, by studying the performance of self-help group. Bhoke, Bevin and Mwita, George University of Nairobi students conducted a study that determined factors affecting performance of community based organizations projects in Kenya with a focus on MIGORI County. The study found out that financial management practices; governance, community participation and project management practices have a great positive influence on the performance of CBO projects.

1.1.1 The Concept of Projects and Project Management

A project is a temporary endeavor taken to create a unique product or service. Projects are goal oriented for example it could be constructing a new facility or a road. Project must follow a certain set of activities to deliver the end product. Every project should have has a specific start and end date clearly stated at the beginning of the project. Project constraints all activities, resources and products of all activities that are required for successful completion of the project. A project is expected to meet the quality requirement at product and process of implementation levels. And it needs to be delivered within an estimated budget which if not most project activities will not be completed. These resources include, people, finances, budget, information and other physical infrastructure.

Projects are influenced by constraints like time, cost and availability of resources which represent the constraints which objectives of the projects are to be accomplished. Projects can be classified based on their characteristics such as time span, level of risk, level of complexity, technology, and probability of problems. The planning process consists of identifying, estimating and preparing the whole activities that have to be executed in order to reach the objectives and to deliver the results.

1.1.2 The concept of Self Help Groups

Self-help groups can be registered with the Ministry of Gender, Children and Social Development in two main ways. Registration can be done as an association or as a Self Help Group, Certification as a Limited company or Partnership. SHG can be defined as a small economically group of 10 to 20 people who come together to save small amounts of money regularly and agree to contribute towards a mutual fund. Self-help approach to

community development seeks to create resources of the affected community in order to improve the living standard of members of that community with or without external assistance. Community development through self-help has become a familiar feature in Kiambu County. There are self-help groups for agricultural production, construction of public facilities such as roads, bridges, markets, schools, churches and provision of health-care facilities. Rural communities seek in addition the opportunity to initiate, formulate and implement what they perceive to be their priorities.

The most significant impact of SHGs is their impact on poverty alleviation which is also identified as economic empowerment. Apart from providing its members with much needed access to timely credit at considerably lower interest rates, SHG also promotes savings and yields moderate economic benefits, and reduces the dependence on moneylenders.

1.1.3 Women Management Skills and Self Help Groups

Women management skill can be measured across the two basic dimensions, both as hard skills and soft skills. Hard skills are the technical aspect of project management such as scheduling, project planning and identification, conflict resolution among others whereas the soft skill is the interpersonal factors such as leadership, communication and negotiation. In short, the work of well-organized and guided voluntary community self-help groups in local action programs may not only ensure successful implementation of such projects, but may also help to build their self-confidence to the point that the members may be motivated to take additional initiatives. As a result, there may be greater prospects for the development of viable local organizations and institutions.

1.2 Problem Statement

The main problem with most projects is the that the selection process of the SHG project idea is grossly mishandled leading to the formulation of wrong interventions that do not address the needs of the major stakeholders, most project practitioners present their own perceived problems and interventions that do not reflect the realities on the ground. It's simply not sustainable for small businesses to obtain its major goals without project management skills. To avoid having the above scenario members from small businesses needs to transform into project gurus.

There are various management issues that arise from women self-help groups as a result of not integrating project management skills into their daily project activities thereby affecting their group performance. There have been numerous attempts by the groups to seek for hard skills from outside the group. This has not been sustainable because the groups are being charged heavily for such services. Therefore, such groups have to wait for donor organizations, government or implementing institutions to conduct training which hardly happens and if it does not all groups benefit, only the selected few groups members benefit from the training. Among the factors that have made this problem to persist are the long and delayed conflicts experienced within the group which have made some group members to leave the group because of the conflicting interests of the group members which has led to the fall out of the group. Most of these women groups fail to have well stated objectives and goals before they begin the project activities. Therefore they end up addressing wrong interventions which does not address the main beneficiaries. There are many projects that fall outside the organization's stated mission which does not address the actual problem. These women groups have less institution capacity to implement most of their group activities thus not realizing their full potential of their groups. Therefore, this study will analyze the influence of the project management skills on the performance of self-help groups in Kiambu County.

1.3 Research Objectives

This study is guided by the following research objectives

- i. To establish the extent to which project identification skills influence the performance of SHG projects in Kiambu County.
- ii. To establish how stakeholders identification skills influence the performance of self-help group in Kiambu County.
- iii. To establish the extent to which project implementation skills influence the performance of self-help group in Kiambu County.
- iv. To establish how resolution skills conflict influence skills influence the
- v. -performance of self-help group in Kiambu County.

1.4 Research Questions

The following study is guided by the following research questions

- i) To what extent does project identification skill influence the performance of SHG projects in Kiambu
- ii) How does stakeholder's identification skill influence the performance of self-help group in Kiambu
- iii) To what extent does project implementation skill influence the performance of self-help group in Kiambu.
- iv) To what extend does conflict resolution skills influence skills influence the performance of self-help group in Kiambu.

1.5 Significance of the Study

The study may be of value to the various self-help group projects in that it may provide an insight on how various project management skills can influence the performance of self-help groups to ensure most groups achieve its major goals and objectives. The findings of the study through this project will enhance realization and achievement of group goals and objectives, increased profitability from group activities leading to improvement of performance of self-help group projects. The consequent awareness and information arising from this study will lead to involvement of project management skills in management of women self-help groups and follow up of the project for resources. Finally, this study will be of value to researchers and scholars as it forms a basis for further research. This may also be a source of reference material for researchers conducting research in other related topics.

1.6 Delimitation of the Study

The study will focus on determining influence of women management skills on performance of self-help group projects registered at the social development office is Kiambu County. Involving project management skills will improve most women groups' productivity which in turn will boost group performance. The respondents in the research work will be key employees of Social development office, group officials and women from various groups.

1.7 Limitations of the Study

The researcher might face financial constraints during the study since the researcher might require four research assistants during data collection. An extra cost will be incurred on training of research staff and purchase of stationery. The researcher will not generalize findings to the whole country since the study was carried out only in Kiambu County. The study will observe ethical considerations such as respecting respondent's right to participate or not. No names or identification numbers will be included in any of the research instruments and therefore no chances of linking any information to particular respondents. This will influence respondents in providing true, factual and adequate information.

1.8 Assumptions of the Study

For this particular study, the targeted respondents were willing to participate in answering the questions, to address this assumption; a good rapport was created with the respondents. It was also assumed that the respondents would provide accurate and reliable information. To address this assumption a pilot study was conducted to counter check for validity and reliability of the research instrument.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews how studies relate performance of projects to women management skills of SHGs. This study presents theoretical review and empirical review of women SHG projects. This section will present review of the studies relating to project management skills and performance of self-help group projects. This will be based on the research variables.

2.2 Theoretical framework

A theoretical framework describes theories that explain the research problem under study. These theories will be used to explain the influence of women management skills on performance of self-help groups in Kiambu County. PM skills are essentials as they are major drivers of successful and sustainable project performance in self-help groups.

2.2.1 Goal-Attainment Approach

The goal-attainment approach to project effectiveness is widely discussed approach in the evaluation of effectiveness in project organizations. This approach assumes that project organizations are deliberate, rational, goal-seeking entities and are created to achieve one or more specified goals within limitations of resources. This approach views project effectiveness in terms of its internal project organizational objectives and performance. An example of a goal-attainment criterion includes profitability and productivity maximization in project organizations. Some researchers insist that goals are indispensable to the understanding of organizations; while others question whether goals perform any function other than to justify past actions.

Project goals are concepts of desired ends, conditions that participants attempt to meet through their performance of project tasks and activities. A successful goal accomplishment becomes an appropriate measure of project effectiveness. Nevertheless, the use of goals implies other assumptions that must be valid if project goal accomplishment is to be a viable measure. Ideologically, organization should have ultimate goals; have identifiable and defined goals, manageable goals, a general consensus or agreement on its goals; and the ability to measure its goals within a

specified duration of time. Project goals are dynamic and are likely to change over time because of the political make-up of an organization.

2.2.2 Participatory Planning Approach

This approach apart from being used to design project objectives, it might be used to design project strategies and activities. The approach is based on the assumptions that project are made to fulfill certain objectives that touches individuals or the entire communities. It is therefore prudent to involve the same target audience in its design for ownership .The approach is based on environment scanning whereby various problems are identified and project objectives designed. Participatory planning approach consists of analysis around the following areas namely: stakeholder analysis, problem analysis, objective analysis and project identification step.

2.3 Project Performance

Project performance measure for this study will be defined in terms of cost, timeliness of completion of projects, quality of products and profitability of the group, as small and medium enterprise focus on earning returns over project investment, stakeholder satisfaction and achieving of project objective as effective indicator to measure of project performance. Successful organizations do not focus only on results but also on processes. The lack of market aspects of products can lead to defining wrong project objectives which are not focused on beneficiaries and consequently to unsuccessful end products. Organization's management has a crucial role in customer focused project management. It enables us to manage projects empowered by high degree of information exchange and to connect different key elements aiming at project performance.

2.4 Influence of Project Identification on Performance of Self-Help Group

A project is organized to achieve its mission, within predetermined objectives. Many projects that fall outside the organization's stated mission; there are many projects being conducted that are completely unrelated to the strategy and goals of the organization: and there are many projects with funding levels that are excessive relative to their expected benefits. The basic purpose for initiating a project is to accomplish specific goals. The group leader is expected to coordinate and integrate all activities needed to reach project goals.

Project identification as a process involves evaluating individual project or group of projects, and then choosing them so that the objectives of the organization will be achieved. Projects should be linked to the right goals and impact at least one of the major stakeholders issues, for example the growth acceleration, cost reduction, social impact or cash flow improvement. Great project identification is a process itself, if properly carried out; potential benefits to beneficiaries can improve substantially. Project identification may also be related to the project implementation; by contributing to project success and not only to efficiency of the project processes, and supports development of the project culture in the organization. Project selection is the process of evaluating proposed projects or groups of projects and the choosing to implement some sets of them so that the objectives of the parent organizations can be achieved. Basically, there are two basic types of project selections approaches that are widely used in selection and prioritization, these include, numeric and nonnumeric models.

2.5 Influence of Stakeholder Identification on Performance of Self-Help Group

Many of the issues facing SHGs today cannot be tackled alone or by one agency. They are complex and require multiple actors such as donors organizations who finance projects, governments institutions who have authority over the area where the projects is taking place, and national and local stakeholders who best understand the local interests and can assist in empowering local communities to be informed and participate, or who, absent effective integration, may spoil the project and its success. Therefore, any successful development project must seek to engage national and local stakeholders. Engagement in this context means that the ability to identify key local stakeholders, recruit them, involve them in project-related activities, and sustain their participation for the project duration through constant communication and often beyond enhances project performance of most projects. As noted by Chinyio and Olomolaiye, stakeholders can affect an organization's functioning, goals, development and even survival and sustainability. They also mentioned that stakeholders are beneficial when they help to achieve the organizations goals while they are antagonistic when they oppose to the mission and objectives of an organization. Stakeholders are vital to the successful completion of a project because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail.

Successful engagement of stakeholders involves actively giving and getting their support and working together to devise, plan and develop new development initiatives in their respective areas of interest. Lekunze (2013) noted that stakeholder involvement in integrated water resource management in community water management projects in Cameroon. The study analyzed the involvement of youth to water resource management by comparing the results of the different approaches used. The study established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach.

2.6 Influence of Implementation on Performance of Self-Help Groups

The implementation of most SHGs projects is amalgamated with low project management capacity, poor support infrastructures, low level of technology, low capacity of implementing institutions, unreliable communication, poor documentation, high turnover of leadership, low level or absence of accountability and transparency, and long and tedious formal decision making procedures which complicate project management. Group leads and their members should possess sufficient technical knowledge and skill to perform their task. This is particularly vital in the construction industry where the majority of projects undertaken are highly technical and complex, and an understanding of engineering and scientific principles is essential. In such an environment, the team leads should have at least a working level understanding of the technical challenges the project team is facing. Technical skills enhance the ability of the project manager to lead and manage through an understanding of the complex issues that persist during a project life cycle.

In a study conducted by Posner (1995) and cited by Meredith and Mantel (2002), successful project managers must have relevant experience or knowledge about the technology required by the project, whereby effective project managers were seen as technical. However, project managers do need to have technology knowledge to be able to ask the right questions and acquire adequate insight in an attempt to manage outcomes. The group leaders rarely have all the technical, administrative, and marketing expertise needed to direct the project single-handedly. It is essential, however, group leader to understand the technology, the markets, and the environment of the business.

Without this understanding, the consequences of local decisions on the total program, the potential growth ramifications, and relationships to other business opportunities cannot be foreseen by the group leader.

2.7 Influence of Conflict Resolution on Performance of Self-Help Group

Conflict in groups is inevitable. The potential for conflict occurring in groups is normally high because of the various background and differences in values, attitudes, needs, expectations, perceptions, resources and personalities. Proper skills in dealing with conflict can assist members within the group with the help of their group leaders to effectively resolve conflicts which can lead to a more productive group as a whole. In most of these groups, group leaders spend most of their time to reach agreements within the group when conflict occurs. There are many ways to resolve conflict such as withdrawal, smoothing, compromise, forcing, confrontation or problem solving among others. Understanding the determinants of conflicts is important to the group leaders and member's ability to deal with conflicts effectively. When conflict becomes dysfunctional, it often results in poor project decision-making, lengthy delays over issues, and a disruption of the team's efforts, all negative influences to project performance.

2.8 Conceptual Framework

The interrelationship of variables in this study is as shown in figure below

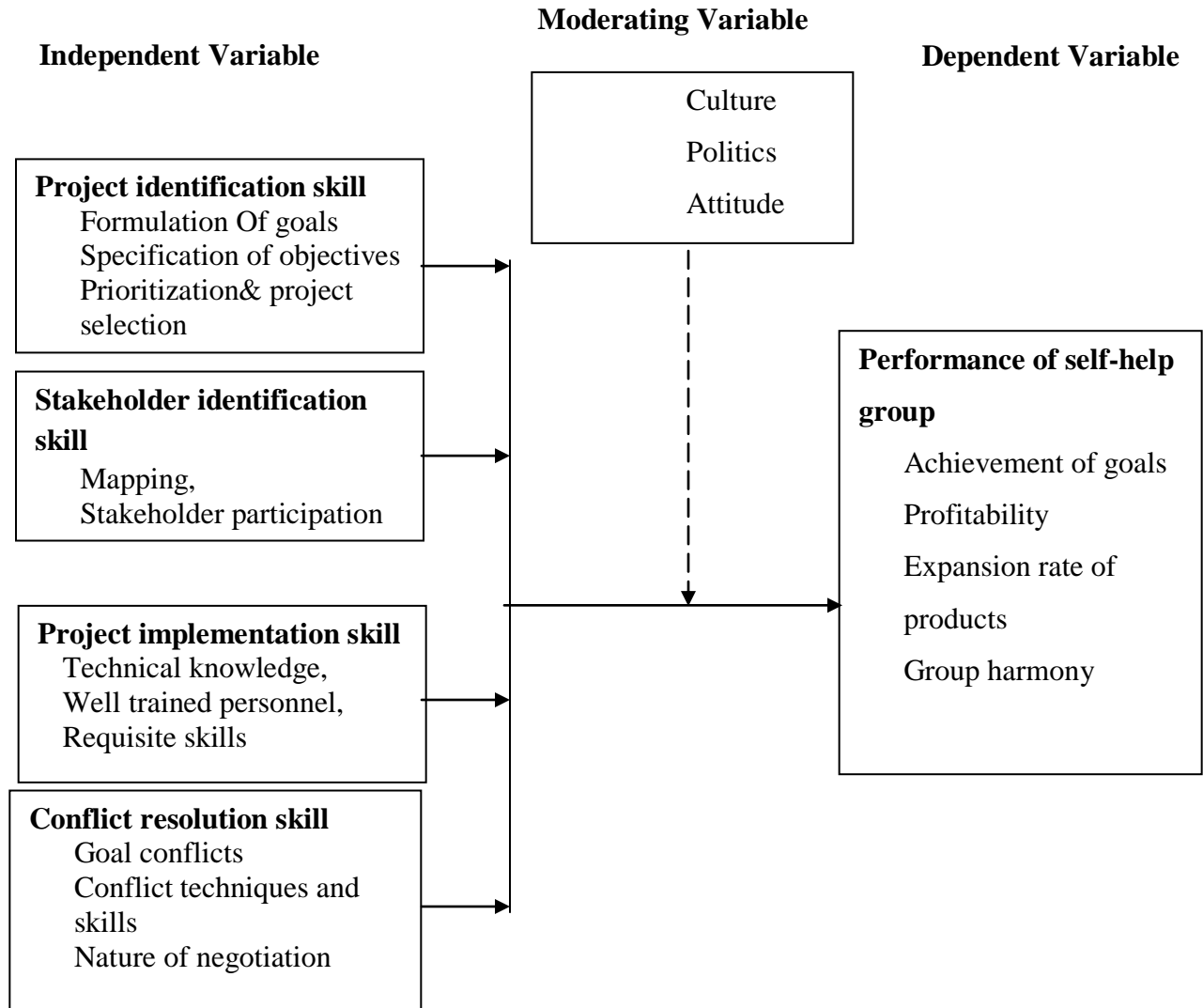


Figure 2.1 Conceptual Framework

In this study, the independent variables are project identification, stakeholder identification, project implementation and conflict resolution: while the dependent variable is project performance. A conceptual framework provides an outline of the preferred approach in the research and also outlines the relationships and the desired effects, forming independent and dependent variables respectively. The performance of the self-help project is directly dependent on the four independent variables as indicated by the arrows, each variable in the framework has its own indicator of measurement which helps to measure its effectiveness.

2.9 Knowledge Gaps

No study has been carried on the factors that influence women management skills on performance in self-help groups in Kenya. This study was seeking to fill this research gap by investigating factors influencing women management skills on performance of self-help groups in Kiambu County. Most women self-help group project failures are linked to bad planning and scope definition, bad stakeholder participation, activity decomposition and resource management. The planning process is very important because the decisions made upstream in planning phase have much bigger consequences in the downstream execution phase. The introduction of women management skills is an effort to align the priorities of women management activities to increase performance within the groups.

Women management skills are important for self-help groups to have particularly those businesses that rest on delivering projects. It is evident that for any project to succeed projects must seek to engage national and local stakeholders and identify the most successful projects for the group. The literature review confirmed that a lot has to be done in order for projects within self-help groups accomplish specific goals. Project identification if properly carried out, potential benefits to beneficiaries will improve substantially.

In addition most research studies conducted on women project management skills on performance of self-help groups only focuses on the effect of two attributes to a different type of population and not involving women within self-help groups. This research gap that this study was seeking to fill. It aims to cover then important attributes that affect how women management skill influence the performance of self-help group in Kiambu. The study therefore sought to seek the factors that influence women management skills on performance of self-help groups in Kiambu county

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to approaches and techniques followed while conducting research in a given field. It presents a theoretical analysis of methods, principles and procedures followed by a study in bringing out expected findings relating the chosen field of study. The section presented include the research design, study population, sample and sampling procedure, data collection procedure, validity and reliability of research instruments to carry out a comprehensive survey on influence of project management skill on performance of self-help group projects in Kiambu County.

3.2 Research Design

Research design refers the arrangements of conditions of data and analysis in a manner that aims to combine relevance to the research purpose with economy in the procedure. Balkose & Hamrang (2015) observed that research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible hence yielding maximum information with minimal expenditure of effort, time and money.

This study will use descriptive survey design to establish the factors influencing project management skills on performance of self-help projects in Kiambu County. The descriptive study sought to obtain information that describes phenomena by asking individuals about their perception, attitudes, behavior or values. Moreover, descriptive design is concerned with finding out the who, what, where and how of a phenomenon that exists which is the concern of this study.

3.3 Sample Size

According to Cooper and Schindler (2006), a sample of at least 30 elements (respondents) must exist for generalization purposes. Other research scholars argue that sample size selection to a great extent is judgmentally decided. From the target population of 300 women in the self-help groups registered under SDO in Kiambu County. The six sub counties were distributed as Kiambu Town (58), Kikuyu (55),

Limuru (46), Kabete (50), Thika (62), Juja (29) and 169 respondents was subjected to the study using Krejcie and Morgan table (1970). The sample size was selected according to Krejcie and Morgan (1970) table for determining sample size. Sample size for this study was estimated to be 169 women group members and 23 women group leaders, at the confidence interval of 0.05 and confidence level of 95%. The sampling distribution is presented in Table 3.1

Table 3.1 Target Population Of staff and Respondents

| | Target population | Sample size |
|---------------------|--------------------------|--------------------|
| Women group leaders | 23 | 23 |
| Group Respondent's | 300 | 169 |
| Total | 323 | 192 |

3.3.1 Sampling Procedure

The study employed stratified and simple random sampling techniques. Stratified sampling in selection of women group official's Simple random sampling will be used to select each woman from the self-help groups, hence giving equal chances for selection in each category. Based on this, a sample size of respondents will be adequate for this study.

3.4 Research Instruments

The information required from a study dictates the data collection methodology employed. Novikov & Novikov (2013) contend that the type of research instrument selected for the study is determined by the research questions and required type of data to be collected so as when analyzed, the results will answer the research question.

3.4.1 Questionnaire

The main tool of data collection for this study was questionnaires and interview guides, and the type of data to be collected was primary and secondary in nature. Questionnaire is resourceful data collection instruments which enable the researcher to measure the variable of concern (Cuervo-Cazurra, Mudambi, Pedersen & Piscitello, 2017). This is informed by the simplicity of its administration, scoring of items as well as their ease of use in the data analysis process.

The questionnaire consisted items applying the likert scale with the responses ranged on a scale, for instance of 5-1 from strongly agree, agree, not sure or neutral, disagree and

strongly disagree respectively. The questionnaire will also consist of both closed ended and open ended questions to offer for comments and suggestions. The questionnaire will be divided into six sections; Section A which seeks to establish personal details of the respondent, Section B which seeks to establish the extent to which project identification skills influence the performance of SHG projects, Section C to establish how stakeholders identification skills influence the performance of self-help group, Section D to establish the extent to which project implementation skills influence the performance of self-help group, Section E to establish how conflict resolution skills influence skills influence the performance of self-help group and lastly Section F on whether project management skills will have a desired effect on the performance of self-help groups in Kiambu County.

3.5 Pilot study

To ensure validity and reliability of the research in this study, a pretest or pilot study was carried out in Gatundu Town. According to Connelly (2008), he suggests that a pilot study sample size should be 10% of the projected study sample size. The projected target population of Gatundu was 80 women members. Therefore 8 respondents were randomly drawn from Gatundu for pilot testing. With this pilot study, reliability of the questionnaire was examined and hence addressed the appropriateness, meaningfulness and usefulness of the instrument to be applied in this study

3.6 Validity and reliability of the instruments

Validity and reliability of the measuring instrument used in this study will be established before use. The validity and reliability of measuring instruments in a research are important, if the research is to be relied upon, in the information of conclusions. The data collected by these instruments must both be valid and reliable; if not then no conclusions can be drawn from the study.

3.6.1 Validity of the research Instruments

The study used content validity as a measure of accurateness and meaningfulness of the data. To ensure content validity, the instruments were reviewed by the supervisor, hence; enabling the content to address the purpose and avoided ambiguity. This ensured that all respondents understood the contents of the structured questionnaire, response options was provided for some of the questions to ensure that the answers given are in line with the research questions that they are meant to measure.

3.6.2 Research Instrument Reliability

Reliability of an instrument in research is the degree to which the measurements taken from are consistent. An instrument is said to be reliable if it gives the same measurement if repeatedly used to measure the same construct and the measurement must be consistent. Internal consistency reliability involves taking data from group and analyzing the same for inter-items correlation thus internal consistency reliability was adopted for this study.

3.7 Data collection procedure

Data collection was carried out after the approval of the research by the University of Nairobi and NACOSTI by using the strength of the authorization letter from the University. Once consent was granted, the researcher went to collect data. The researcher engaged five research assistants in the data collection process so as to collect data quickly and efficiently. The research assistants were taken through one day training to orient them with research instrument, purpose of the study and ethics of research. The researcher and research assistant then administered the questionnaire to the respondents face to face. The completed questionnaire was returned in readiness for data analysis.

3.8 Data Analysis Techniques

Data analysis technique consists of the approach of accumulating the gathered statistics and organizing its content in a way that the results from the process can smoothly and successfully be relayed .This study will use descriptive statistics in carrying out the analysis of the collected data from the independent and dependent variables. The percentages, standard deviation, mean and median were the parameters were used in the descriptive statistics. Once completed questionnaire were received, were reviewed for

completeness and consistency. The study was both quantitative and qualitative data. Quantitative data from close ended questions and likert scales was coded and entered into statistical packages for Social Scientists (SPSS) and analyzed. This was done by tallying up the responses, computing the percentages of variation in response as well as describing and interpreting the data in line with the study objectives and assumptions. This technique gives simple summaries about the sample data and present quantitative descriptions in a manageable form (Novikov & Novikov, 2013).

3.9 Ethical Considerations

The study respected the respondents by not referring to them by name, ethnic or cultural background, verbally or in writing, throughout in order to get required cooperation during the study. The researcher protected the information given in confidence. This was made clear to the respondents that the participation in the research was voluntary and respondents have the right to withdraw from the research. The concept of beneficence was observed while seeking the verbal consent of the participants, explanation as to the need for the research in the selected field was also made.

3.10 Operationalization of variables.

To determine the influence of project identification skill on performance of S.H.G in Kiambu county

Table 3.2 Research objective

| Research objectives | Type of variable | Indicators | Measure- ment scale | Type of analysis |
|--|---|---|--------------------------------|---|
| To determine the influence of project identification skill on performance of S.H.G in Kiambu country | Project identification (Identification) | -Formulation of goals -specification of objectives -project selection | ordinal | Descriptive statistics and inferential statistics |
| To establish how stakeholder identification affect the performance of SHG in Kiambu county | Stakeholder identification independent) | -stakeholder mapping -stakeholder participation | ordinal | Descriptive statistics and inferential statistics |
| To establish the impact of project implementation on performance of SHG in Kiambu | Project implementation (identification) | -Existence of technical knowledge -Availability of well trained personnel -Necessary skills | ordinal | Descriptive statistics and inferential statistics |
| To establish the impact of conflict resolution on performance of self-help group in Kiambu county | Conflict resolution mechanisms (identification) | -Goal conflict -conflict techniques and skills Nature of negotiation | ordinal | Descriptive statistics and inferential statistics |

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the study findings and interpretations of the results. The study sought to establish influence of women's management skills on performance of self-help groups in Kiambu County. The collected data was analyzed through quantitative techniques.

4.2 Response Rate

This section shows the number of respondents who responded to the study. A research study must have a good response rate in order to produce accurate and reliable results. The response rate was good when compared to the recommended response rates to verify consistency of measurements required for analysis.

Table 4.1 Response Rate

| Response Rate | Group leader's /official | | Women group members | |
|--------------------------|--------------------------|--------------|---------------------|--------------|
| | Frequency | Percentage | Frequency | Percentage |
| Responses | 17 | 73.9% | 146 | 86.4% |
| Non-Response | 6 | 26.1% | 23 | 13.6% |
| Total Sample size | 23 | 100.0 | 169 | 100.0 |

Table 4.1 shows that the study had targeted 192 women respondents who were drawn from the self-help groups across the five sub counties. Out of this sample size, 17 interview guides and 146 questionnaires were successfully received in time for data analysis. This represents 73.9% and 86.4% response rate respectively. According to Mugenda and Mugenda (2003), a response rate of 60% is good while 70% and above is rated as very good for study.

4.3 Background information

This section presents the background information of the respondents who took part in the study. This information was important in understanding the different responses according to the respondent's profile. The respondents' information captured included: age of respondents and highest level of education achieved.

4.3.1 Age of respondents

The respondents were asked to indicate their age. The age was captured in structured age brackets. Information on age was important since it would help establish the age composition of the women group members who took part in the study. The study findings are presented in Table 4.2.

Table 4.2 Age of Respondents

| AGE | NUMBER RESPONDENTS | OF PERCENTAGE |
|--------------|-------------------------------|----------------------|
| Below 25 | 34 | 23.3% |
| 26-35 | 54 | 36.9% |
| 36-45 | 26 | 17.8% |
| 46-55 | 17 | 11.6% |
| Above 56 | 15 | 10.3% |
| Total | 146 | 100.0 |

The study findings showed that 36.9% of the respondents indicated that they were aged 26-35 which comprised the majority of the women group members in the young adult group who were actively involved in development group activities, this is important for the groups to acquire loans from microfinance institutions such as banks, women and youth enterprise funds ,23.3% were aged 25 years and below which also had majority due to major unemployment crisis in the country, most individuals in this category preferred venturing in income generating activities. The age 36-45 were 26 respondents with 17.8 %, very few women were in the age bracket of 56 years and above with 10.23%. According to this study majority of members in self-help women groups in Kiambu

County are young people below the age of 35 years at 70% and below which is above half the entire sample size.

4.3.2 Distribution of respondents by Education Level

The study sought to find out the highest academic qualification of the respondents. The findings were recorded below.

Table 4.3 Academic qualification

| Level of education | No. Of Respondents | Percentage |
|---------------------------|---------------------------|-------------------|
| K.C.P.E | 49 | 33.56% |
| K.C.P.E | 57 | 39.04% |
| Certificates | 23 | 15.75% |
| Diploma | 11 | 7.53% |
| Degree | 6 | 4.11% |
| Masters | 0 | 0% |
| Total | 146 | 100 |

From the findings, the researcher discovered that the literacy levels of respondents were relatively low with 73% of the respondents attaining O level and below in academic qualifications which is more than half of the entire sample size. In this category members preferred starting their own small businesses after completing O levels. Majority of the respondent's attained K.C.S.E levels as their highest academic qualifications accounting to 39.04% of the total respondents. It can be deduced that this group preferred venturing in business related activities compared to furthering the education. Less than half that number of respondents obtained college education with 27% .Due to unemployment crisis in the country most of them ventured into business. No one attained the highest formal learning of education. Higher formal of education enables women in those groups to be more assertive when it comes to leadership roles in the groups. Higher education impacts them with adequate knowledge in certain project development areas more so when it comes to budgeting of group finances and more technical aspect that an ordinary group member cannot be able to handle. From the table 4.11% had attained

undergraduate degree as their highest levels of education this group of members were more assertive when it came to group's development activities.

4.3.3 Duration the respondents have been in the SHG

Table 4.4 Duration (in years)

| Years | Frequency | Percentage |
|--------------|------------------|-------------------|
| Less than 1 | 8 | 5.48 |
| 1-3 | 25 | 17.12 |
| 4-7 | 58 | 39.73 |
| 8 and above | 55 | 37.67 |
| Total | 146 | 100 |

The study findings in Table 4.4 show that majority of respondents had been in their groups for more than five years and above at 77.4 percent which shows great stability in those groups while only 22.6% of the respondents had stayed in their groups for less than 3 years. Within the first year of members joining the group, majority of group members opt out because they either have contributed less time, energy, resources, their needs are not met and they have nothing much to lose unlike members who have stayed more than 3 years in the group. The chances of members staying longer in group after 8 years is great at 37.67% because they have invested much resources, time and energy this is evident in the amount of savings and bonus each individual get unlike group members who have just joined.

4.4 A question was asked to establish if groups have well defined projects goals at the start of projects. The researcher sought to establish if group goals addressed the beneficiary targeted problems.

Table 4.5 Well defined group goals

| Group goals | Frequency | Percentages |
|--------------------|------------------|--------------------|
| Yes | 56 | 38.4 |
| No | 90 | 61.6% |
| Total | 146 | 100.0 |

Table shows that majority of the respondents their groups never had well stated group goals with 61.6 percent while 38.4 percent had. From the table 4.5 we can deduce that most group's mission and objectives were not in line with group's targeted problems. Most of their objectives were short lived that lived in the moment. Most groups never had long term objectives that could majorly transform the group performance. This is also line with SHGs of the county where more groups do not have well stated group goals and objectives.

4.4 Project identification

The study identified project identification skill as one of the factors that influence the performance of women in self-help groups. Subsequently, the study assessed how important project identification, formulation of goals, specification of group objectives, prioritization and project selection influences performance of self-help groups. The responses were rated on a five point likert scale indication to assess how important are the statements before initiation of group activities. The values were 5- very important, 4- important, 3- neutral, 2-somewhat important, 1-not important. Mean scores and standard deviations were computed for each statement and summarized in the table 4.6 below

Table 4.6 Project identification

| Identification | Mean | Stand |
|---|-------------|--------------|
| Formulation of goals and objectives influence the performance of self-help groups | 4.40 | 0.505 |
| Groups have well defined goals at the start of projects | 4.30 | 0.460 |
| Group problems are identified then project objectives designed | 2.12 | 0.593 |
| Timeliness of project completion | 3.70 | 0.755 |
| Resources in terms of manpower and project materials | 4.09 | 0.796 |
| Project selection | 4.26 | 0.576 |
| Cost of the project | 4.61 | 0.490 |

The findings in the table 4.6 above shows that the respondents agreed highly that the cost of the project and formulation of group goals and objectives were highly important to them with a mean score of 4.61 and 4.40 respectively. This strongly suggest that though the groups do not have well stated goals, they have realized for groups to perform well they must have well stated objectives and goals which are in line with the group's mission and objectives. Well identified group problems and project objectives designed came in third with an equally high rate of mean of 4.30 indicating majority of the respondents were in agreement of the importance of it. It can be deduced that when group's problems are tackled without delays this does not make the group to disintegrate due to unresolved conflicts. Project selection, resources in terms of manpower and project materials and timeliness of project completion also were ranked highly with a respective mean score of 4.26, 4.09 and 3.70 indicating respondents equally agreed they were necessary attributes of importance during project identification in SHGs. Respondents agreed that to maximize profit they must projects that are most likely to be successful, cost of starting the project must also be within the group capability. However, the respondents ranked lowly groups problems to be identified then project objectives derived with a mean score of 2.12 meaning it was of less important to their group activities.

4.4.1 A question to establish how important the respondents would rate the different factors as to how formulation of goals and objectives influences the performance of self-help groups. The responses were rated on a five point likert scale 5 -strongly agree, 4- agree, 3 neutral ,2- disagree, 1 strongly disagree to indicate the level of agreement they were with each statement.

Table 4.7 Formulation of objectives and goals

| | Mean | Standard DV |
|---|------|-------------|
| Project objectives and goals must support group strategy and mission | 4.15 | 0.724 |
| Integration and coordination of group activities to reach project goals | 4.22 | 0.816 |
| Timely decisions made about conflicting project goals | 4.38 | 0.527 |
| Risk assessment of project activities | 3.53 | 0.984 |

From the findings, the researcher discovered that the conflicting project goals was ranked high with a mean of 4.38, showing how important is it for the groups to solve problems arising from the group without delays which if not addressed immediately could derail group projects goals and activities. The respondents also agreed that integration and coordination of group activities enable group to attain project goals with a mean score of 4.22. It was important for all group activities to be well coordinated and group roles and activities equally shared among the group members to enhance inclusivity of group members. From the table risk assessment of project activities received a low score of 3.53 because such a factor was hardly considered while formulating project goals by the groups. However, group leaders emphasized it important during the onset of businesses and projects.

4.4.2 A question to establish the rate at which the following factors is important for a group to use while rating projects and how it influences their decisions to implement projects was asked.

Table 4.8 Ranking of factors

| | Mean | Standard deviation |
|--------------------------|-------------|---------------------------|
| Technological knowhow | 4.062 | 0.326 |
| Input availability | 4.423 | 0.810 |
| Adequacy of the market | 4.574 | 0.555 |
| Stability of the project | 4.387 | 0.412 |
| Input availability | 4.423 | 0.810 |

The results showed that all mentioned above factors were important while rating projects within the women groups. The findings show that the respondents strongly agreed that availability of market with mean score of 4.574 was highly important because their farm produce or business products needed to have available market in order to maximize group's profit. The size of the domestic market must offer the prospects of adequate sales volume. This ensures that groups are able to run effectively with no major pitfalls. Input availability came in close with mean of 4.423, from this it can be deduced that resources and inputs such as manpower, capital start up for business for the SHGs must be reasonable within groups limits. The capital required of the S.H.G projects must be within manageable cost limits. Also stability of the project among SHGs was ranked high with mean score of 4.387 this is mainly because within the first year most businesses fail, the respondents (group leaders) also agreed that assessment of risk of certain projects is handy when a group is evaluating large number of projects ideas to assess risk of certain projects and businesses .Technological knowhow ranked lowly at 4.062 amongst the variables simply because these factors were unnecessary were technical knowledge was not required for group project activities to operate.

4.5 Stakeholder identification skill

The information regarding whether stakeholder participated in women SHG group's activities was captured in the table below.

Table 4.9 Extent of Stakeholders participation

| | Frequency | percentage |
|--------------|------------|------------|
| Yes | 86 | 58.9% |
| No | 60 | 41.1% |
| Total | 146 | 100 |

Table 4.9 shows that 58.9% of the respondents involved stakeholders into their group activities closely followed by 41.1% of the respondents who did not involve stakeholders while running of their group activities. From the above analysis, it is apparent that stakeholder involvement into the group's activities is important for them in order to enhance group's performance.

4.5.1 Stakeholder participation was another important factor for the study.

The researcher sought to establish the influence of stakeholder participation on the groups' performance. The study assessed the extent to which stakeholder participation influences groups performance and the results were summarized in the table below.

Table 4.10 Stakeholder participation

| Stakeholder participation | Frequency | percentage |
|--|------------|--------------|
| To understand group problems, we must first understand the stakeholders | 26 | 17.8% |
| It is important to involve at least a representative of each group in problem analysis | 47 | 32.2% |
| It's important to clarify social, political, economic, cultural and religious background of potential target group members | 41 | 28.1% |
| It is important to discuss the interest and expectations of all persons and groups for successful project | 32 | 21.9% |
| Total | 146 | 100.0 |

From the table above on influence of stakeholder participation on performance of self-help groups, we can make several deductions. The respondents' agree that it is important to involve at least a representative of each group in the analysis with percentage of 32.1 and that stakeholder analysis should be carried out before that onset of the project with 28.1 percent. Stakeholder will influence a project either positively or negatively, therefore for successful completion of projects they must be included into SHGs projects during the onset of projects. The question of discussing the interest and expectations of all persons and groups for successful project score was 21.91 percent suggested that the members were less accustomed to discussing certain matters that might arise before they actually happened. A further lower 17.8 percent was scored by respondents suggesting that to understand problems they must first understand stakeholders which was not in line most groups primary objectives and goals.

4.5.2 Stakeholder ranking factor

A question was also asked how much the mentioned stakeholders were given the highest priority to bring out positive change during stakeholder participation analysis.

Table 4.11 Ranking factors

| | Frequency | Percentage |
|---|------------------|-------------------|
| Funding agencies like banks | 52 | 35.7% |
| Decision makers such as policy makers | 12 | 8.2% |
| Local leaders | 27 | 18.5% |
| Community members | 19 | 13.0% |
| Supporting groups like NGOs, government | 36 | 24.7% |
| Total | 146 | 100.0 |

The summary from the table indicates weight factor on why the mentioned stakeholders have been ranked in order of highest priority during stakeholder participation of the group. Funding agencies like the banks and micro finance institutions was rated highest with 35.7 % indicating that majority of the respondents' agreed that this lending institutions that they owe money or will able to determine if they acquire funding for the group project activities or not have more power than any other mentioned groups. Also

supporting groups like NGOs with score of 24.7% suggested that respondents highly ranked such supporting institutions because they tend to support most of their project and small businesses. Local leaders came third with score of 18.5% suggesting that respondent's felts that local leaders can decide whether certain kind of project can take place in an area. Community member's participation during project activities came in fourth with score of 13.0% contrary to other studies which have shown that community participation was greatly important while conducting certain project or businesses.

4.6 Implementation skill

The study identified implementation skill as one of the factors that influence the performance of women in self-help groups. Subsequently, the study assessed the extent to which technical knowledge, well trained personnel and personality factors influence the performance of self-help groups. The responses were rated on a five point likert scale. They were values 5- very important, 4- important, 3- neutral, 2-somewhat important, 1- not important. Mean scores and standard deviations were computed for each statement and summarized in the table 4.12 below.

Table 4.12 Implementation skill

| Implementation | Mean | Standard deviation |
|---|-------------|---------------------------|
| Ability to manage complex issues group leaders must have technical skills | 4.386 | 0.410 |
| Adequate knowledge and well-trained group leaders help tackle technical issues | 4.752 | 0.499 |
| It is essential for group leaders to have great leadership and communication skills | 4.407 | 0.505 |
| Budgeting for financial purposes is necessary | 4.365 | 0.631 |

From the table above, findings suggested implementation skill as an attribute is important for group to perform effectively. The respondents agreed that group leaders must to have adequate knowledge and should be well trained to help tackle technical challenges arising within the group with a mean score of 4.752, this was important for groups that

manage technical projects like agriculture, information technology ,road construction and industrial projects. To be able to manage complex issues the group leader must have technical skills and great leadership and communication skill with mean score of 4.386 and 4.407 respectively. The respondents agreed that group leaders must be mature enough in order to be able to handle complex issues arising from the group such as conflicts and also be able to tackle technical aspects of the group projects. Communication flow within the group should be all inclusive and the group leaders should involve all group members to participate in group’s activity. The respondents also agreed that budgeting as a skill is necessary for all group members who operate businesses; this enables them to plan for their finances accordingly. This score highly with mean of 4.365.

4.7 Conflict resolution mechanism

A question was asked which mechanisms women groups employs while resolving conflicts. The findings were presented in the table below.

Table 4.13 Ranking factors

| Ranking | Frequency | percentages |
|----------------|------------------|--------------------|
| Avoiding | 18 | 12.3% |
| Negotiations | 98 | 67.1% |
| Forcing | 3 | 2.1% |
| Compromising | 27 | 18.5% |
| Total | 146 | 100.0 |

Table 4.13 indicates that majority of the respondents’ preferred negotiations as mechanisms to resolve conflicts accounting to 67.1% of total respondents. The study found that women were willing and ready to negotiate with others in order to achieve decisions that are mutually acceptable to the group. The study found out that some women preferred compromising with 18.5% to resolve group conflicts as a temporary solution or attain middle ground position. The respondents agreed that avoiding rated with a score of 12.3% as a conflict mechanism was used by those who tend to use avoiding style of conflict resolution are ill equipped to deal with disputes that need some

attention. The respondents suggested that forcing in women groups may not lead to growth but instead stifles growth hence least preferred conflict mechanisms with a low score of 2.1%

4.7.1 A question was asked how likely the mechanisms were to be effective while dealing with conflict negotiation in a group.

The responses were rated on a five point likert scale. The values 5- Extremely likely, 4- moderately likely, 3- neutral, 2-moderately unlikely, 1-Extremely unlikely. Mean scores and standard deviations were computed for each statement and summarized in the table 4.14 below

Table 4.14 Conflict negotiation

| | Mean | Standard deviation |
|---|-------------|---------------------------|
| Joint evaluations of project process | 4.092 | 0.796 |
| Problem resolving technique or disagreement | 4.369 | 0.631 |
| Communicate with all group members regarding project objectives and goals | 3.706 | 0.7552 |
| Regularly schedule meetings | 4.701 | 0.846 |
| Recognize the determinants of conflict and their timing in the group’s project life cycle | 4.614 | 0.490 |

Table 4.14 shows respondents agreed that they schedule regular meetings with a mean score of 4.701 was highly likely to be used by groups to resolve problems. Respondents agreed that they meet weekly as a group whether they have conflicts or not in order to keep the group activities active and iron out any differences that might arise from the group. It was also agreed that groups should recognize the determinants of conflict and their timing in the group’s project life cycle with a mean score of 4.614. This was evident when group leaders agreed that recipe for conflict in the group should be well documented in the groups constitution and cause for action to avoid such conflicts from reoccurring. Group finances was considered to be a critical issue more so when some group member’s defaulted paying their loans, in order to avoid such scenarios this

attribute was considered important. Respondents agreed that rules and regulations should be put in the constitution to avoid such from happening. In order to know the status of the group projects and activities, respondents agreed that there should be joint evaluation of project process so that all group members are on the same page. This prevents any doubts or unclear scenarios that might exists, this attributes scored relatively high with mean score of 4.0926.

4.8 Performance of women self-help groups

A question was asked how women management skills will be able to influence the performance of self-help groups. The responses were rated on a five point likert scale. The values 5- strongly agree, 4- slightly agree, 3somewhat agree, 2-slightly disagree, 1-strongly disagree. Mean scores and standard deviations were computed for each statement and summarized in the table 4.15 below

Table 4.15 Performance of self-help group

| | Frequency | Percentage |
|--|------------------|-------------------|
| Project performance relies upon woman management skills to enhance group profitability | 79 | 54.1% |
| There will be increased group harmony as a result of project management skill | 38 | 26.0% |
| Increased in sale of products will be been experienced | 18 | 12.3% |
| New members will be added to the group | 11 | 7.5% |
| Total | 146 | 100.0 |

The findings show that majority of respondents agreed that project performance within self-help groups relied upon women management skills to enhance group profitability with 54.1 percent which is more than half of the sample size. It was agreed that project management skill is important for SHGs to have because SHGs rest on delivering projects and running businesses in order make profit. The respondents also agreed that as a result of women incorporating project management skills their groups will experience increased group harmony this is because most group leaders are mature enough and will

have proper conflict resolution skills to handle conflicts arising within the group amicably. 12.3 % of respondents agreed that the SHGs will have maximum profits from group's projects and businesses if women have been trained in certain areas of project management skill such as budgeting, project proposal writing, fundraising techniques which will in turn be utilized to benefit the group. The respondents also suggested that once SHGs are more established and have attained required number of members to form a SHG most groups are reluctant to accommodate new members, this is evident when 7.53% of the sample size did not agree that as a result of project management skill, new members will be added to the group.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to investigate the factors influencing women project management skills on performance of self-help group projects. The results of this study were presented and discussed in chapter four. This chapter summarizes findings of the study and drawn conclusions. Recommendation for action is made and areas for further research have also been mentioned.

5.2 Summary of the findings

The findings of this study is in line with study objectives which include independent variables like project identification ,stakeholder identification, project implementation and conflict resolution mechanism which were studied against dependent variable which was performance of self-help groups.

5.2.1 Findings on project identification on performance of self-help groups

It emerged that project identification had a significant influence on the performance of self-help groups. The study further established that all the aspects of project identification including formulation of goals, specifications of objectives and project selection and prioritization have a significant influence on performance of self-help groups. The study however timely decisions made about conflicting project goals and integration and coordination of group activities to reach project goals were considered the most significant attributes of project identification that influence the performance of self-help groups. The study also established that project objectives and goals to support groups' strategy and mission was an important factor undertaken by the respondents before groups during the formation stage of groups' therefore well-defined project objectives and goals has a high influence on performance of self-help groups.

5.2.2 Findings on stakeholder identification on performance of self-help groups.

The study established stakeholder identification had a significant influence on the performance of self-help groups. The respondents expressed that stakeholder identification was vital for them to implement group major activities to help them achieve the organizations goals. It was established that various attributes of stakeholder identification were important for successful completion of projects because their unwillingness to continuously support the vision or objectives of the project leads many projects to fail. These attributes included stakeholder participation and mapping, the study however revealed that funding agencies like the banks and micro finance institutions were of utmost significance to ensure SHGs acquire funding for their group project activities or not. Further, the study established decision makers like policy makers greatly influenced groups to implement their activities.

5.2.3 Findings on project implementation on performance of self-help groups

It was determined that project implementation had strong influence on the performance of self-help groups. The researcher established that technical knowledge and well trained group members to help tackle technical challenge was rated high influencing the performance of self-help groups. This reaffirms with the view that technical knowledge and training is a factor for consideration in development projects of any technological oriented projects. It was further established that various attributes of project implementation were vital for the performance of self-help groups and this included, managing complex issues group members must have technical skills. The study however revealed that leadership and communication skill is necessary while implementing project activities, if there is no proper chain of communication, miscommunication will arise thus affecting the functions of the group. It was established that training of group members' on areas on weakness such as budgeting and life skills should be made possible by relevant authorities such as implementing partners to ensure basic training are provided so that women can be well equipped with relevant knowledge when handling group activities to enhance group performance.

5.3.3 Findings on conflict resolution mechanisms on performance of self-help groups

The study investigated the role of various women conflict mechanisms in groups. From the findings it emerged that negotiation and competing were the best way to handle conflicts. Competing mode operates from position of power, drawn from things like position, rank and expertise. It was also found that the reason for failure to collaborate was tendency of groups to force their leadership or representatives to abide by the group's decision, as opposed to promoting flexibility. The findings indicate that compromising is an intermediate mode of dealing with conflict in terms of cooperativeness and assertiveness. The study found that women members preferred compromise to side step conflict for a temporary solution or attain middle ground position. The study found that those who tend to use avoiding style of conflict resolution are all equipped to deal with disputes that need some attention. The study also found that accommodation plays a role in conflict resolution management mechanism. The study showed that respondents were neutral on statement that moderate assertiveness and moderate, 'everyone is expected to give up something and aim to find a middle ground', a participant said.

5.4 Discussions of findings

This section will discuss the finding and their relationship with literature reviewed.

5.4.1 Project identification on performance of self-help groups

The study established project identification had a significant influence on the performance of self-help groups in Kiambu County. The study also established that formulation of goals, specifications of objectives and project selection and prioritization would facilitate better performance of self-help groups. This is attributed to the fact that timely decisions made about conflicting project goals, integration and coordination of group activities will enable projects to achieve project goals which in turn improves the performance of self-help groups. These findings are in line with Meredith and Mental, 2003 which states that project identification evaluates individual projects and then choosing them so that the objectives of the organization will be achieved. Project objectives and goals support groups' strategy and mission is an important factor undertaken during the initial stages of group formation.

5.4.2 Stakeholder identification on performance of self-help groups

The study found that stakeholder identification had a significant influence on the performance of self-help groups. Stakeholder identification is vital in women groups to implement their activities in order for them achieve the organizations goals. Stakeholder identification is highly important for successful completion of projects because their unwillingness to continuously support the vision or objectives of the project leads might lead projects to fail. A study conducted by Chiniyo and Olomolaiye (2010) stated that stakeholders can affect an organization's functioning, goals, development and even survival and sustainability. The study found that successful engagement of stakeholders involves actively getting their support and working together to devise, plan and develop new development initiatives in their perspective of interest. The study also found out overall performance of women groups will depend on full involvement of local stakeholder such as community members in all staged of project development, implementation and management.

5.4.3 Project implementation on performance of self-help groups

The study found that project implementation process has strong influence on the performance of self-help groups. Women with well-equipped technical knowledge and training enable tackle technical challenges that might arise during group activities. This reaffirms with the view that technical knowledge and training is a factor for consideration in development projects. The study found out financial management practices such as budgeting and project management practices have a great positive influence on performance of women self-help groups. Murch (2001) suggested that project managers should possess sufficient technical knowledge and skill to perform their jobs. This is particularly vital in industries such as agriculture, fish farming, Information Technology, construction where majority of projects are highly technical and complex. It was also agreed that it is essential women in those groups to understand the technology, the specific, and their customers, technological trends and evolutions. It was found out that project implementation was vital for the performance of self-help groups and this included, managing complex issues women in those groups must have technical skills. The study revealed that leadership and communication skill is necessary while implementing project activities, if there is no proper chain of communication,

miscommunication might arise thus affecting the functions of the group. It was agreed that training of group members' on areas on weakness such as budgeting, financial management and life skills should be made possible by relevant authorities such as implementing partners to ensure basic training are provided to the women in self-help groups.

5.4.4 Conflict resolution mechanisms on performance of self-help groups

The study established that conflict management mechanisms have a role in performance of women in those self-help groups. This is however a delicate balancing act which employs the conflict management mechanisms in varying degrees depending on nature, situation, impact and circumstance of a conflict. It was further established that collaboration and negotiation are the best way to handle conflicts while other mechanisms namely competing, compromising, avoiding and accommodating were not commonly used. A study by Friedman (2000) accommodating could be likened to obliging in that one party simply gives in to the other party, so that conflict is reduced. Obliging may resolve the dispute for the moment, but collective resources have not been expanded through creative problem solving, and one side's problems may still remain. Further, Zhenzhong (2007) holds that avoiding is preferred in collectivistic societies where social relations and harmony takes precedence over task accomplishment and goals.

5.5 Conclusions

Based on the findings of the study, the following conclusions are made on the factors influencing the performance of self-help groups. The study established that women project management skills have influence on performance of self-help groups. It was further established that project should be linked to the right goals and at least one of the major stakeholder's be involved during goals formulation stage. Project identification if properly carried out potential benefits to all women and beneficiaries will improve substantially. The study also found out that low level of technology, low capacity of implementing institutions, unreliable communication, low level or absence of accountability and transparency, long decision making procedures complicate project management in women groups. In addition, the attainment of group's performance in

term achievement of group goals harmony in the women groups, and expansion rates of products of women group will be achieved when project management skills are incorporated in those women group activities.

5.6 Recommendations

The following recommendations are made based on the following finding of the study.

Self-help groups should incorporate women management skills in those women groups in order for groups to ensure maximum profitability which minimizes risky consequences and uncertain events which would rather hinder most groups from achieving project objectives and goals. However, this should not only be limited to women group but the four attributes can also be adopted by various self-help groups.

Training is also essential for women management skills in development and in more technical projects. In this regard, the study recommends that the Ministry of social service and gender-SDO office provide vocational training which would impact knowledge and technical skills for them to effectively run group activities and entrepreneurship projects. Low level of education hindered them from running their business task effectively and carrying out business tasks efficiently. Education plays also plays a great role in influencing women attitude towards participation in entrepreneurship projects.

The study concludes that project identification influence performance of self-help group's projects to a great extent in Kiambu County. Low level of training has a relationship with greater performance of business and entrepreneur projects among women groups. Majority of women in those groups have not received or attained any form of training on project management skills which is essential for them to run group activities smoothly. Therefore, there is need for the ministry (national and county government) to provide resources to support such training programmes with an aim of empowering women so that they engage more in entrepreneurship.

There is also need to put more emphasis for girl child education beyond secondary level since there exist education gaps among women in Kiambu region which affect participation in women groups. Education level has been found to determine that nature of business one ventures in. In this regard, increased level of education among women would motivate them to participate more in technical and development projects.

5.7 Suggestions for further study

The influencing factors for women management skills were applied among women groups in Kiambu County, another study should be carried out within women groups in other counties to increase validity of the findings of this study. Replication of this research should be carried out after sometime to investigate factors since new factors may arise.

Conflicts in groups are inevitable and as a result of this study, conflict was an emergent theme while conducting in-depth interviews among group leaders. Therefore, a different study should be carried out on the role of conflict management mechanisms in the growth of micro finance self-help groups in Kiambu county.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

Everlyn C Nyaoro

E-mail: coneve2006@yahoo.com

RE: DATA COLLECTION

I am a student, currently undertaking a master degree in Project Planning and management at the University Of Nairobi. As part of the requirement for the completion of my studies, I am undertaking a research to establish the influence of project management skills on performance of self-help projects in Kiambu County. In this regard, I am kindly requesting for your support of my study by offering to spend some time in responding to the attached questionnaire. Your honest response to the questionnaires will be highly be appreciated. It will not be necessary to write your name on the questionnaire, and it will be ensured by the researcher that, all information received will be treated in strict confidence. In findings of the study will solely be used for academic research purposes and to enhance knowledge in the improving self-help group performance in the county. Thank you for your valuable time.

Yours faithfully,

Everlyn Nyaoro

APPENDIX II: INTERVIEW GUIDE FOR WOMEN GROUP LEADERS

OPEN ENDED QUESTIONS

1. Do projects have well defined goals at the start of projects?
2. What are some of the project prioritization and selection that your groups employ to enhance your group performance?
4. To what extent does stakeholder participate in SHG activities?
What are some of implementation strategies that most SHG adopts during the project cycle?
5. What are the major reasons for conflicts in SHGs?
6. What mechanisms does your group use for solving conflicts?

APPENDIX III: QUESTIONNAIRES FOR RESPONDENTS

I am a Masters student at University of Nairobi carrying out a research on the influence of project management skills on performance of self-help group projects in Kiambu County. This questionnaire is designed to collect data that will help to achieve the objectives of this study. I would be most grateful if you would kindly participate in this interview by responding to all the questions in this questionnaire as candidly and precisely as possible. Your honesty and co-operation in responding to these questions will be highly appreciated. All information provided will be treated with utmost confidentiality. This questionnaire will take approximately 30-45 minutes to complete. Please fill in the required information in the spaces provided. Or tick (√) where necessary.

Date..... Unique Number.....

SECTION A: GENERAL INFORMATION OF THE RESPONDENTS

- 1. Age : (A) 25 and Below (B) 26-35 (c) 36-45 (D) 46-55 (E) Above 56
- 2. Level of education
 - (A) K.C.P.E
 - (B)K.C.S.E
 - (C) Certificate
 - (D) Diploma
 - (E) Degree
 - (F) Masters

i.

SECTION B: THE INFLUENCE OF PROJECT IDENTIFICATION ON PERFORMANCE OF SELF HELP GROUP

4. Do projects have well defined project goals at the start of projects?

Yes [] No [] Not sure []

Explain your answer

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

5. Do formulation of goals and objectives influence the performance of self-help groups?

Yes [] No [] Not sure []

Explain your answer

.....

.....

7. Does your group consider the following before the initiation of a project?

| | Not Important | Somewhat Important | Important | Very Important |
|--|--------------------------|-------------------------------|------------------|---------------------------|
| Project selection | | | | |
| Timeliness of project completion | | | | |
| Resources in terms of manpower and materials | | | | |
| Cost (budgeted expenditure) | | | | |
| Identify group problems | | | | |

8. The following are some statements on the influence formulation of goals and objectives on performance of self-help groups. Please indicate the level of your agreement with each statement.

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree Statement |
|---|----------------|-------|----------------------------|----------|--------------------------------|
| Project goals and objective support group strategy and mission | | | | | |
| Group leader coordinate, integrate group activities needed to reach the project goals | | | | | |
| Timely decisions made about conflicting project goals | | | | | |
| Risk assessment of project activities | | | | | |

9. How likely is it that groups will do any of the following to enhance the performance of your self-help group during project prioritization and selection?

| | Extremely unlikely | Moderately unlikely | slightly unlikely | Neither | likely nor unlikely | slightly unlikely | moderately likely | extremely likely |
|--|--------------------|---------------------|-------------------|---------|---------------------|-------------------|-------------------|------------------|
| A technical specialist to give your group useful information that might lead to the manufacturing of new products or improving the existing one? | | | | | | | | |
| Capitalize on opportunities that are profitably and relatively risk free by analyzing the performance of existing industries? | | | | | | | | |
| Examines the inputs and outputs of various industries? | | | | | | | | |
| Attend presentations and demonstrations at the trade fairs | | | | | | | | |

| | | | | | | | | |
|--|--|--|--|--|--|--|--|--|
| which can lead to formulation of project ideas? | | | | | | | | |
| Identify unfulfilled opportunity to manufacture something to satisfy an actual physical need or psychological need of consumers which are presently unfulfilled? | | | | | | | | |
| Study new technological developments - technical know-how, economic and social trends? | | | | | | | | |

10. Please rate the following index to decide which factor weights from the most – least important your group use while rating projects using scale of 1 -8

- Input availability []
- Technological knowhow []
- Reasonableness of cost []
- Adequacy of market []
- Complementary relationship with other products []
- Stability []
- Dependency of firm strengths []

Consistency with government policy []

11. What is the main approach group uses to make decisions regarding the choice of projects to undertake?

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

C. STAKEHOLDER IDENTIFICATION SKILL ON SELF HELP GROUP PERFORMANCE

12. Do stakeholders participate in self-help group activities?

Yes [] No []

Explain your answer

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

13. What is the level of stakeholders' participation in most groups?

Very large extent [] Large extent []
Small extent [] No extent at all []

14. How much do you agree with the following statements about stakeholder participation?

| | Strongly disagree | somewhat disagree | Neither agree nor disagree | Somewhat agree | strongly agree |
|---|-------------------|-------------------|----------------------------|----------------|----------------|
| To understand problems, we must first understand the stakeholders | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| It is important to discuss the interest and expectations of all person and groups for a successful project? | | | | | |
| Is it important to involve at least a representative of each group in problem analysis. | | | | | |
| During the onset of a project, is it important to clarify social, political, economic, cultural and religious background of potential target group members? | | | | | |

15. How much would you say the following groups to be given highest priority to bring about positive change during participation analysis?

| | Not at all | a little | a lot | I'm not sure |
|--|------------|----------|-------|--------------|
| Beneficiaries | | | | |
| Decision makers such as policy makers | | | | |
| Funding agencies like banks, government entities, NGOs | | | | |
| Local leaders | | | | |
| Community members | | | | |
| Potential opponents | | | | |
| Supporting groups and other likeminded groups | | | | |

D. IMPLEMENTATION SKILL ON PERFORMANCE OF SELF HELP GROUPS

16. The following are some statements on technical skills and knowledge on performance of self-help groups. Please indicate the extent of your agreement with each statement

| | Very large extent | Large extent | Neutral extent | Small extent | No extent at all |
|--|-------------------|--------------|----------------|--------------|------------------|
| Technical knowledge and skill is necessary for group leaders to perform group their duties. | | | | | |
| Adequate knowledge and well trained group members to tackle technical challenges the project is facing? | | | | | |
| Technical skills enhance the ability of group leaders to manage complex issues that arise during project life cycle? | | | | | |

17. What other ways does implementation influence the performance of self-help group?

.....

.....

.....

18. Please rate the following personality factors from highest to least important using scale of 5-1

| | Strongly agree | Agree | Neither agree nor disagree | disagree | strongly disagree |
|---------------------|----------------|-------|----------------------------|----------|-------------------|
| Leadership | | | | | |
| Communication | | | | | |
| Conflict Management | | | | | |
| Problem Solving | | | | | |
| Negotiation | | | | | |

E. CONFLICT RESOLUTUION SKILL ON PERFORMANCE OF SELF HELP GROUPS

19. What are the major reasons for conflict in self-help group on projects?

.....

.....

.....

20. What mechanism does your group employ for resolving conflicts?

| | Strongly agree | Agree | Neither agree nor disagree | disagree | strongly disagree |
|-------------------------------|----------------|-------|----------------------------|----------|-------------------|
| Withdrawal | | | | | |
| Smoothing | | | | | |
| Compromise | | | | | |
| Forcing | | | | | |
| Confrontation/Problem solving | | | | | |

21. How favorably do you think each of the following sets of rules and regulations to work best to settle disputes in a group?

| | Very favourable | Somewhat favourable | Neither favourable nor unfavorable | somewhat unfavorably | very unfavourably |
|---|-----------------|---------------------|------------------------------------|----------------------|-------------------|
| Contracts between groups and its suppliers | | | | | |
| Trade unions | | | | | |
| Negotiations | | | | | |
| Agreements | | | | | |
| Written documents to govern the settlements of potential conflicts? | | | | | |

22. What are some of the major consequences of unresolved conflicts in a group?
Elaborate, in detail.

.....

.....

.....

23 .Explain how conflict resolution improves overall project performance?

.....

.....

.....

24 .How much do you agree with the following statements about resolving conflict to improve overall project performance.

| | Strongly agree(1) | slightly agree(2) | somewhat agree(3) | slightly disagree(4) | strongly disagree(5) |
|---|-------------------|-------------------|-------------------|----------------------|----------------------|
| Better understanding of organizational interaction and behavioral elements in order to build an environment conducive for team’s motivational needs | | | | | |
| Communicate effectively with all organizational levels regarding both project objectives and decisions. | | | | | |
| Regularly schedule review meetings, as an important communication vehicle | | | | | |
| Recognize the determinants of conflict and their timing in the project life cycle | | | | | |

SECTION F. PROJECT PERFORMANCE

25. In your own opinion, how would you rate the following statements on the influence of project management skills on performance. Use a scale of 5-1

| | Strongly agree(5) | slightly agree(4) | somewhat agree (3) | slightly disagree(2) | strongly disagree(1) |
|--|-------------------|-------------------|--------------------|----------------------|----------------------|
| Project performance relies upon on the project management skills to enhance profitability | | | | | |
| There has been increased group harmony as a result of project management skills | | | | | |
| The SHG projects has expanded their range of products | | | | | |
| Performance of SHG has been enhanced by project management skills of the group officials and members | | | | | |
| There has been increased growth in terms of new members joining the group | | | | | |

26. In what ways are you involved in project management skills? How does this affect the performance of the project?

.....

.....

.....

Thank you for your co-operation



UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

REF: UON/ODeL/NLC/31/196

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

18th September, 2019

TO WHOM IT MAY CONCERN

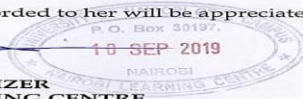
RE: EVERLYN CONSTANCE NYAORO - REG. NO. L 50/82170/2015

The above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing a Masters course in Project Planning and Management.

She is proceeding for research entitled "*Influence of Women Management Skills on Performance of Self Help Groups in Kiambu County, Kenya.*"

Any assistance accorded to her will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE



Appendix IV. Project budget for the year 2019

| Personnel Staff | Daily Rate | Amount per Item |
|---|----------------------|------------------------|
| Data clerk 1 | 1000 Kes/day *7days | 7000 |
| Data clerk 2 | 1000 Kes/day* 7days | 7000 |
| Travel expenses reimbursement for respondents | 200 per person | 15,000 |
| 5Research assistants | 1000 per day*10 days | 50,000 |
| TOTAL | | 79,000 |

| Training materials | | |
|----------------------------|-----------------|---------------|
| Stationery (pens, pencils) | 1,500 | 1,500 |
| Printing | 500 KES*6 types | 3000 |
| Miscellaneous | 5,000 | 5000 |
| Grand Total | | 88,500 |

Appendix V: Project Timeline 2019

| | MARCH- JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | DECEMBER |
|------------------|----------------|------|--------|-----------|---------|----------|
| Project proposal | June | | | | | |
| Proposal defense | | July | | | | |
| Data collection | | | August | | | |
| Data analysis | | | | September | | |
| Final defense | | | | | October | |
| Graduation | | | | | | December |

Appendix VI: Letter from University



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DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CENTRE

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CENTRE ORGANIZER
NAIROBI LEARNING CENTRE



Appendix VI: Nacosti Permit

| | |
|--|--|
|  REPUBLIC OF KENYA |  NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
| Ref No: 644084 | Date of Issue: 16/October/2019 |
| RESEARCH LICENSE | |
|  | |
| This is to Certify that Ms. Evelyn Nyaoro of University of Nairobi, has been licensed to conduct research in Kiambu on the topic: Influence of women management skills on performance of self help groups in Kiambu, Kenya for the period ending : 16/October/2020. | |
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| Applicant Identification Number 644084 | Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
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