

**FACTORS INFLUENCING EFFECTIVE IMPLEMENTATION OF WOMEN
EMPOWERMENT PROJECTS IN KIGUMO DIVISION, MURANG'A COUNTY,
KENYA**

BY

WANJIRI NDERITU



**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR THE
REQUIREMENTS OF THE AWARD OF DEGREE OF MASTERS OF ARTS IN
PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2010

DECLARATION

This research project report is my original work and has not been presented to any other university for the award of a degree.

Signed.....

Date.....14/9/10.....

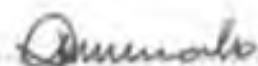
Wanjiru Nderitu
L50/72562/08

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

Signed.....

Date.....14 Sept 2010.....

Prof. David Macharia EBS,
Department of Distance Studies,
University of Nairobi.

Signed.....

Date.....14/9/2010.....

Mrs Juliana Munialo,
Lecturer,
Department of Distance Studies,
University of Nairobi.

DEDICATION

This work is dedicated to my children Corinne and Clement.

ACKNOWLEDGEMENT:

I do appreciate all the Lecturers of Nairobi University from whom I have learnt a lot during the course of my study. Special thanks go to my supervisors, Prof. David Macharia and Mrs Juliana Munialo for their continuous guidance and encouragement.

I am forever grateful to my parents, Joseph Thiong'o and Grace Nyambura for laying valuable and holistic foundation for my future development and growth and to my husband, Richard, for all the support he accorded me.

My dear children, Corinne and Clement for their love and understanding and to my brothers and sisters who always stepped in for me during my busy schedule, thank you very much.

Many thanks to Professor Wangan Maathai, the Founder of the Green Belt Movement for her extensive mentorship values that have positively inspired my life, and the opportunity to work with Green Belt Movement groups at grass root level in monitoring and evaluating their projects.

TABLE OF CONTENTS

	Page
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v-viii
LIST OF FIGURES	ix
LIST OF TABLES	x
ABBREVIATIONS AND ACRONYMS	xi
ABSTRACT	xii
 CHAPTER ONE: INTRODUCTION	 1
1.1 Background to the study	2
1.2 Statement of the problem	2
1.3 Purpose of the study	3
1.4 Objectives of the study	3
1.5 Research questions	4
1.6 Significance of the study	4
1.7 Justification of the study	4
1.8 Delimitation of the study	5
1.9 Limitations of the study	5
1.10 Assumptions of the study	5
1.11 Definition of significant terms	6
 CHAPTER TWO: LITERATURE REVIEW	 7
2.1. Introduction	7
2.2. Preview of women empowerment projects in the world	7
2.3 Women empowerment projects in Africa	8
2.4 Women empowerment projects funding for implementation in Kenya	9
2.5 Women empowerment projects funding for implementation in Kenya	11
2.6. Training in project and financial management	12

2.7. Participation of women in all levels of decision making	13
2.8. Government Policies and Community support structures	15
2.9. Effective implementation of women empowerment projects	17
2.10. Conceptual framework	18
2.11. Summary	19

CHAPTER THREE: RESEARCH METHODOLOGY 20

3.1 Introduction	20
3.2 Research design	20
3.3 Target population	20
3.4 Sample and Sample size	21
3.5 Sampling procedure	21
3.6 Methods of data collection.....	22
3.7 Research instrument.....	23
3.8 Validity and reliability of the instrument.....	23
3.8.1 Instrument Validity	23
3.8.2 Reliability of the instrument	23
3.9 Data analysis techniques	24
3.10 Operationalization of Variables	24
3.10. Summary	26

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION,

AND INTERPRETATION 27

4.1. Introduction	27
4.2 General information	27
4.2.1 Age of the respondents.....	27
4.2.2 Marital status.....	28
4.2.3 Education Level	28
4.2.4 Number of dependants	29
4.3. Training on projects and financial management and effective implementation of women empowerment projects.....	29

4.3.1 Sources of income from livelihood implemented projects	29
4.3.2. Income sources from crop production	31
4.3.3. Human Capital	33
4.3.4. Physical capital to determine the living standard measure	34
4.3.5. Sources of domestic water	35
4.3. 6 Findings on purpose of regular cash savings	36
4.3.7. Findings on Source of financial assistance	37
 4.4 Participation of women and effective implementation of women Empowerment projects	 38
4.4.1 Participation of women at all levels of decision making	38
4.4.2 Group involvement and the leadership positions held	39
4.3.2 Assessment on women contribution towards family expenditures	39
4.5 Government policies and Community support structures.....	40
4.5.1 Assessment on anticipated aid by GOK and community support structures	41
4.6 Summary	42

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS..... 43

5. 1 Introduction.....	43
5.2 Summary of findings.....	43
5.2.1 General information	43
5.2.2 Training in projects and financial management.....	44
5.2.3 Women participation in all levels of decision making	44
5.2.4 Government policies and community support structures influence On effective implementation of women empowerment projects.....	 45
5.3 Discussion	45
5.4 Recommendations.....	50
5.5 Recommendations for further research	51
5.6 Summary	51

	page
REFERENCES.....	52
APPENDICES.....	56
APPENDIX 1 LETTER OF TRANSMITTAL.....	56
APPENDIX 2 QUESTIONNAIRE TO THE RESPONDENTS	57

LIST OF FIGURES

	page
Figure 1 The conceptual framework	18

LIST OF TABLES

	Page
Table 3.1: Sample size	21
Table 3.2: Operationalization of Variables	26
Table 4.1: Age of respondents	27
Table 4.2: Marital status	28
Table 4.3: Education level	28
Table 4.4: Number of dependants	29
Table 4.5: Income from livelihoods	29
Table 4.6: Crops grown	31
Table 4.7: Occupation of respondents	33
Table 4.8: Types of main house	34
Table 4.9: Source of domestic water	35
Table 4.10: Purpose of regular cash savings	36
Table 4.11: Sources of financial assistance	37
Table 4.12: Group involvement and the leadership positions held	39
Table 4.13: Women contribution towards family expenditures	39
Table 4.14: Perceived problems by women that require Gok and community Support structures	41

ABBREVIATIONS AND ACRONYMS

GBM	GREEN BELT MOVEMENT
GOK	GOVERNMENT OF KENYA
IGAS	INCOME GENERATING ACTIVITIES
KWFT	KENYA WOMEN FINANCE TRUST
MDGS	MILLENNIUM DEVELOPMENT GOALS
MFI	MICRO FINANCE INSTITUTIONS IN KENYA
NGO	NON- GOVERNMENT ORGANIZATION
SMIS	SMALL MICRO FINANCE INSTITUTIONS
DFID	DUTCH FUND FOR INTERNATIONAL DEVELOPMENT

ABSTRACT

This research project report sought to investigate factors influencing effective implementation of women empowerment projects in Kigumo Division. The study focused on twenty Green Belt Movement women groups based in Kigumo Division, who despite the fact that there have been cases of intervention by Small Business Micro finance organizations like Faulu Kenya, Kenya Women Finance Trust, NGOs like Green Belt Movement, Banks like Equity and indigenous community support structures, they are still observed to be lagging behind in development issues and lacks empowerment traits

The objectives of the study were to establish how training in projects and financial management influences effective implementation of women empowerment projects in Kinyona Division, to assess how women participation in all levels of decision making influences effective implementation of women empowerment projects in Kinyona Division, and to establish the role of government policies and community support structures towards effective implementation of women empowerment projects in Kinyona Division. The study used descriptive survey design and the research instruments used were questionnaires, observational forms and focus groups discussions. Descriptive statistics were used in data analysis using Microsoft excel and results presented in percentages and frequencies.

Study findings revealed that training in project and financial management and participation of women in all levels of decision making in their projects could greatly contribute to effective implementation of women empowerment projects. Following these findings, the study recommends the projects intervention bodies currently in Kigumo Division, to consider these findings as strategies in projects designed to target women since their practice greatly influence effective implementation of women empowerment projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Gender analysis conducted by different baseline studies while implementing women empowerment projects indicate that more often women as a group enjoy fewer advantages and work longer hours than men. (Ecolink, 2009). In most countries, women earn less than men, are prevented from owning land, face numeric obstacles to holding positions of authority and face many threats of violence, their works and opinions are under valued just because they are women. It is known in many countries of the world that women are the last people to be considered for any employment because they are considered the weaker sex. (Okot, 2007). Women are the backbone of any country because of their maternal roles; they are the source of almost everything e.g. bearing children, and taking care of them. Women do not only do these chores but they are teachers of the young people because they are with them at all times, taking care of the family in health, nutrition, welfare, just to mention a few; thus empowering a woman is empowering the whole creation. (Moletsane et al, 2002, White 2003).

According to the African Women's Economic Summit that was held Nairobi (May 2010), women in Kenya receive only 10% of the credit given to projects implemented by small farmers and less than 1% of total loans to implement projects in agriculture. Yet they are responsible for growing 80% of the food in the country. Inheritance rules dictating that land and its proceeds in projects implementation and financial management should be passed down only through the men of the family have put women at a terrible disadvantage. (Machel, 2009)

Kigumo region is one of the constituencies in Murang'a county.. Climatically, weather conditions in Kigumo region enables the inhabitants to practice diversity in farming and animal husbandry. Almost every household has a source of income commonly from agriculture and dairies. The land utility is highly scarce and demanding with high population due to many factors that contribute to women fertility in the region. The main cash crops like tea are also grown. Despite all these attributes, women projects do not seem to be benefiting them holistically since they still lack effective implementation skills. (Ecolink Study, 2009).

However, from Local analysis on social- rural development (Economic survey, 2008) access to financial facilities is mostly available to men and few limitations left to widowed women, who can only take up the financial responsibilities after the death of their spouses. Most women economically depend on their men to decide on money matters though they are mostly at the fore front when it comes to farming and managing sources of the finances, but with little participation towards financial, and matrimonial when it comes to property decision making.

The situation in Kigumo has been exacerbated by poor implementation of women empowerment projects even with existing interventions by Small Micro Finance Institutions (SMIs) and NGOs. Despite the interventions, accelerated levels of poverty vulnerability risk women and children within the region leading with most families living with limited access to essential services, such as clean water, quality health services, education and food since effective implementation of women empowerment projects is not enhanced. On the contrary, men tends to be outrageously living in daily drinking of local brews, un destined journeys to various shopping centers, politics and all sorts of ways that can enable them get away from their homes. (Center for Population Studies,2009).

1.2 Statement of the problem

Women play a significant role in economic growth since they are always in constant touch with nature. They perform 66% of the world's work, produce 50% of the food, but earn 10% of the income and own 1% of the property (United Nations Development Fund for Women, 2006)

In most countries, women earn less and are prevented from owning land, face numeric obstacles to holding positive authority and face many threats of violence with minimal participation in most levels of decision making. (UNIFEM, 2008)

Statistics from intervening drivers of change like Micro finance organizations e.g. Faulu, Kenya women Finance trust and Equity *Biashara* Loans indicates that a lot of money has been provided targeting the implementation of women empowerment projects. The government of Kenya through the Ministry of culture, Children and Social services, Women Enterprise Development Fund and other grants contribute about US \$56.0 million annually towards women empowerment

projects (USAID Kenya, 2004). The same drivers of change are found in Kigumo Division implementing livelihood projects. However, despite these interventions in projects for a period of five years, for women, there are no noticeable achievements and most women are noted to be going through economic empowerment challenges. There are also scanty women livelihood projects documented success stories in the region.

It is with this background that this study sought to investigate factors that influence effective implementation of women empowerment projects within Kigumo Division

1.3 Purpose of the study

The purpose of the study was to investigate factors that influence effective implementation of women empowerment projects in Kigumo Division

1.4 The objectives of this study

The objectives of this study were to:

- i. Establish how training in projects and financial management influences effective implementation of women empowerment projects in Kigumo Division
- ii. Assess how women participation in all levels of decision making influences effective implementation of women empowerment projects in Kigumo Division
- iii. Establish the role of Government policies and community support structures influencing effective implementation of women empowerment projects in Kigumo Division

1.5 Research Questions

The study sought to answer the following Research Questions:

- i. How does training in projects and financial management influence effective implementation of women empowerment projects in Kigumo Division?
- ii. How does women participation in all levels of decision making influence effective implementation of women empowerment projects in Kigumo Division?
- iii. How do the government policies and community support structures influence effective implementation of women empowerment projects in Kigumo Division?

1.6 Significance of the study

This study contributes to useful information that could add knowledge based on effective implementation of projects that target empowerment of women, to implementers, NGOs, Community Based organizations (CBOs) and governments

GBM would also benefit from this study in an effort to empower women groups with viable and sustainable projects.

The study adds to literature on best practical ways through which effective implementation of women empowerment projects can be achieved.

1.7 Justification

Women empowerment is essential for national development during this time of social change and development. Effective implementation of women empowerment projects contributes to reduction of poverty around the world since women and girls gain equal access to development entities, employment and decision making in levels of decision making.

1.8 Delimitation of the study

The scope of the study was limited to the geographical area where Green Belt Movement (GBM) women groups are found in Kigumo Division. The presence of key informers and use of research assistants also favored the study since a lot of time was redeemed. The target population was 50 GBM groups

1.9 Limitations of the study

There was time and financial limitations in carrying out the study due to poor infrastructure reaching out to the respondents who were widespread along valleys and ridges. The study involved research assistants so as to redeem time, who demanded some finances. Women groups also expected some financial favors since they are used to tips by other stakeholders implementing projects within the same scope.

1.10 Assumptions of the study

It was assumed that respondents would answer the questions as asked correctively and truthfully. It was also assumed that targeted women would co-operate and agree to talk about their financial management status and their participation in decision making levels in their community set up.

1.11 Definition of significant terms as used in the study

Collaborators:	Other stakeholders working with GBM groups in Kigumo Division.
Empowerment:	A process that gives people opportunities to analyse their own problems and suggest appropriate solutions.
Effective Implementation:	Sustainable processes applicable in projects activities that yields impact to the beneficiaries
Government policies:	Government guidelines in women intervention.
Financial training:	Continuous teachings on how to utilize money efficiently.
Networks:	Other stakeholders implementing projects in Kigumo Division
Project:	It is an interrelated set of activities that has a definite starting and ending point and results in the accomplishment of a unique, often major outcome. It is therefore a means of moving from a problem to a solution via a series of planned activities.
Participation:	Involvement in decision making and planning or share in the benefits
Stake Holder:	Refers to anybody with direct or indirect interest in livelihood project
Sustainable development:	Long lasting benefits that meets the needs of the present without compromising the ability of future generations to meet their needs.
Support structures:	Local indigenous governance methodology.
Women empowerment:	To give rights & power to women to come up in life to challenge problems and opportunities and suggest appropriate solutions through participation in all levels of decision making.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews literature related to effective implementation of women empowerment projects. Particularly, this chapter reviews Provision of adequate training in projects and financial management, Government policies and community support structures, and women participation in all levels of decision making. The conceptual framework is also discussed.

2.2. Preview of women empowerment projects in the world

This section reviews global literature in women empowerment which include the qualitative approach in research and evaluation that embraces the changing global programming environment; currently changing in to rights based programming. In 1979, Convention on the Elimination of All Forms of Discrimination against women required State Parties to take all appropriate measures to modify or abolish customs and practices which constitute discrimination against women; modify social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices, customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes. (United Nations 1993; Heise et al 1999)

In the year 2000, most of the countries of the world agreed to reduce world poverty by half by the year 2015. Development experts looked at different problems that make and keep people poor. They came up with 8 targets that would help most people meet basic needs. These targets are today known as the Millennium Development Goals (MDGs) that aim to:

- i. Eradicate extreme poverty and hunger
- ii. Achieve universal primary education
- iii. Promote gender equality and empower women
- iv. Reduce child mortality
- v. Improve maternal health
- vi. Combat HIV/AIDS, malaria, and other diseases

- vii. Ensure environmental sustainability
- viii. Develop a global partnership for development

If met, these targets would get poor people out of poverty and into a better life as well as enable people to contribute to their society in a more productive way. The goals also help development experts' measure how much progress has been made in reducing poverty over the years. While these eight (8) goals are integrated, they influence each other and therefore this study concentrates on goal number three (3), to promote gender equality and empower women.

2.3 Women empowerment projects in Africa

There have been two types of development initiatives in post-independence Africa namely; initiatives by Africa and initiatives for Africa. The former refers to country-owned initiatives that were and still are designed and implemented by African countries after independence. The latter refers to initiatives that are designed for Africa and implemented through international financial institutions. The two initiatives have different characteristics: Africa-owned initiatives are people-centred therefore they succeeded, to some extent, in terms of human development. All the initiatives imposed on Africa, particularly since the 1980s, have been based on the "blind" and ruthless free market ideology and, they have all failed miserably. Unfortunately, the period during which Africans had the opportunity to initiate their own development policies was very short, lasting less than a decade from independence (between 1960 and 1970). Since then all initiatives have been designed by "aliens" for Africa and, they have mostly failed. The failure is evidenced by the ever growing debt and increased incidence of poverty on the African continent (Project management journal, 2003)

To improve the success rate of women empowerment projects, several factors should be considered that include; risk management process which is an essential and integral part of project management that would help reduce the probability of project failure. A good understanding of the project life cycle phases would aid in managing and successfully completing a project. Proper and good planning requires excellent forward planning, which includes detailed planning of the process implementation stages, task timeliness, fall-back positions and re-planning (since initial planning is not enough). Schedule control requires the

continual monitoring and measurement of time, milestone, people and equipment schedules which if properly done indicates prior warning that initial planning may not be going according to schedule hence having opportunity to implement a fallback position and/or re-plan to get back on track. Sufficient resource allocation in the form of money, personnel, and logistics should be adequate and provided in a flexible manner especially as the project progresses. (Project Management Journal, 2003).

Top management support for the project should be conveyed to all the concerned parties with goals including the general project philosophy or general mission of the project, as well as commitment to those goals on the part of the team members and should be clearly defined at the onset and as the project progresses. Adequate communication channels should be provided with sufficient information made available on the project objectives, status, and changes in organizational co-ordination and clients' needs with feedback capabilities by all parties concerned with the project and it is important to review project status, make suggestions and connections through formal feedback channels or review meetings. Project team members should spend a part of each day looking for problems that have surfaced or are about to surface. Project team members should be encouraged to take quick action on problems on their own initiative. (International journal of project management,2003)

2.4 Women empowerment projects funding for implementation in Kenya.

More than half of the country's 31.3 million people are poor, and 7.5 million of the poor live in extreme poverty. About 80 per cent of the populations, including three out of four poor people, live in rural zones. Most Kenyans live in areas having a medium to high potential for agriculture, which comprise about 18 per cent of the country's territory. Population density in high-potential areas is more than six times the country's average of 55 persons per km². While the poorest of the poor are found in the sparsely populated arid zones of the country, mainly in the north, over 80 per cent of rural poor people live in higher-potential areas surrounding Lake Victoria and in the Mount Kenya region. Women are particularly vulnerable because they do not have equal access to social and economic assets. For about 70 per cent of women, subsistence farming is the primary – and often the only – source of livelihood. (Center for population studies report, 2005)

However, over the last 20 years, microfinance institutions in Kenya have largely developed through concerted grant funding. This situation prevailed up to the late 1990s when key donors started pushing MFIs to start moving towards sustainability in their operations. Most MFIs in Kenya had started off as NGOs and had built significant supply side competencies. (Republic of Kenya sessional paper, 2005). The push towards sustainability was therefore not going to be easy for institutions previously focused on free spending outreach drives, rather than sustainable operations. It was also difficult for those that had significantly grown and expanded operations on grant funding to suddenly have to look for alternative sources of capital as donor funds either dwindled or became inadequate to sustain the growth momentum. (Multi-Sectoral and Sectoral Urban Development Initiatives in Kenya, report, 2005)

During this period, many MFIs seized the moment and incorporated as private capital companies. Others, like K-Rep, chose the route to formal commercial banking with a multiplicity of ownership. By early 2000, the landscape for microfinance was changing, and changing for good. What eventually became clear was that donors were willing to provide funding for capacity building but not capital for lending purposes. (Impact Assessment report on SMIs, 2004) This new shift heralded the beginning of an almost desperate search for capital from various sources, a case applicable to all MFIs.

Faulu Kenya initially started off in 1992 as a pilot micro-lending programme. In late 2002, Faulu Kenya's Board made a landmark decision to shift portfolio funding from short term to long term capital in order to stabilize cash flows and match maturities (Faulu Kenya Limited, 2002).

For an increasing number of poor people, microenterprises are a source of employment and income where no other alternatives are available. They have provided economic opportunities and livelihood for a number of the poor in Kenya. The experience in Kenya and elsewhere has shown that support for microenterprise finance has done more than simply act as a charity or a social safety net. It is an investment in productive, economic activities with high payoff, if properly targeted and managed. (National Competency Standards for Project Management Guide, 4th edition)

A recent study Micro credit study; 2010 in Kenya found that these micro and small-scale enterprises have contributed about 18 percent of Kenya's Gross Domestic Product and are important sources of employment and income. They created significantly more jobs than larger

firms in the formal sector. The Kenya Women Finance Trust, in particular, is unique in its contribution to women's economic empowerment with its emphasis on support for women entrepreneurs. New techniques of providing financial services, such as the use of group borrowing groups to cut transaction costs, have made it possible to achieve a previously unthinkable scale and outreach while reaching toward financial sustainability. The progress in micro enterprise finance in Kenya, as evidenced by institutions, such as the Kenya Women Finance Trust, K-Rep Bank, Faulu Kenya, SACCOs, and Cooperative Bank of Kenya mirror some of the developments in the "new world" of microenterprise development (National Competency Standards for Project Management Guide, (4th edition, 2004).

One of the major challenges is how best to expand the reach of microfinance to the large and still untapped market of the millions of Kenyans living in rural areas. This is possible, but only if microfinance can be linked to the formal financial system. To date, most microfinance operations have occurred outside the mainstream financial system, with nongovernmental organizations, self-help groups and the like, financed mainly by governments and donors. If microfinance is to reach the millions who need it, it will have to change its sources of funding. The future of microfinance lies not with limited donor funding, but with the private sector. Only profitable microfinance institutions will attract private investment, and qualify to raise deposits from the public. Only profitable institutions will have the access to funds to enable them collectively to reach millions of clients (Project Management Institute and Association for Project Management and occupational standards for project journal, 2002).

2.5. Situation of women in Kigumo region in regard to project implementation

In Kigumo, climate is quite favorable and women toil daily between tea picking, coffee plucking and animal husbandry. According to a gender analysis study report done by Ecolink in 2009, men in the region are generally mostly supervisors and spend most of the time manning tea productions, paying up wages and prospecting developments within the main shopping centers, most men will often then not own 'dukas' (shops) that thus entrusting their women and children to manage their farm produce and animals. Most main shopping centers have cooperative movement banking systems, where they are members and officials. On the other hand, women feature as next of kins, but rarely access the financial benefits like loans, and cash with

drawback Most women in the region are therefore fully dependent on their spouses and can hardly make any second decision or growth (development) on their own. Most of them have resulted in to forming into groups. Table banking where they revolve little affordable amounts of money amongst themselves for their social upkeep. However, though due to the nature of the regional productivity factors, the involving daily chores inhibit the women in the region exposure they have no exchange learning and rely interact with any other sources of knowledge. (Citations from Population Rural analysis Kigumo Constituency (2006) and Ecolink study (2009).

2.6. Training in project and financial management

For Africa to reach the growth rates needed to meet the United Nation's Millennium Development Goals number three, promote gender equality and empower women, women must be brought fully into the formal economy and the financial sector. This requires innovation in the financial services and products on offer, which in turn requires that women – locally, regionally, and internationally – are helping to formulate the solutions by effecting projects and financial management and trainings. If governments and key stakeholders can lift the barriers that prevent women from playing their full role in our economy and societies, the future is bright – not just for women but our entire continent. This includes training of essential key skills like project communication skills, human resource management skills, operation management skills, procurement management skills, financial skills, quality management skills.

This often leads to problems in managing scope change, resolving issues, communicating proactively and weighing and treating major risks, by project team often leads to unexpected new developments which if not handled well could lead to project failure (Johnson, Jim, et al. (2001, Collaborating on Project Success)

Projects that start execution without fully understanding the work to be done (and getting the sponsor to agree) are usually destined for challenges. By not defining the critical success factors (CSFs), the project is usually implemented without any impetus leading to late realization of unachieved goals and objectives. Incomplete or vague project plan: Work plans (schedule) which is the road map that describes how projects work will be completed leads to projects failure (Kaufmann, 2002). Lack of clear link between the project and the organisations' key strategic

1

priorities, including agreed measures of success and lack of priority knowledge on how the project compares and aligns with the organizations other delivery and operational activities is another cause of projects failure. (Kaufmann, 2002). By not applying lessons learnt from previous relevant projects and by treating each project as a new one often leads intuition-based project management which is a recipe for failure mainly by not undertaking an analysis of effect of any slippage in time, cost, scope and quality and in the event of a problem / conflict.

In Kenya, most projects are not founded along realistic timescales, taking into account of statutory lead times and showing critical dependencies which often leads to poor handling of unexpected delays; hence project failures as a result of lack of effective implementation (Project Syndicate, 2010)

In Kigumo Division, personnel, and logistics that usually guide implementation of women empowerment projects may be effective due to poor estimation of the work required which results in poor allocating of proper level of staffing or people without the right skills and clearly defined roles and responsibilities

2.7. Participation of women in all levels of decision making

Women empowerment programs were piloted in India under the VISTA project started in 1992. Today they have earned international acclaim, and are being replicated in several countries, including, South Africa, Botswana, Poland, Kosovo, USA, Mexico, Panama, Belize, South America, Iran, Iraq, Afghanistan and Indonesia (Shankar, 2000). One of the most essential requirements for reducing poverty around the world is by empowering women and girls: giving them equal access to education, employment and decision making. Few examples of how women influence societies and economics include: A year of schooling for a mother reduces child mortality by about 10% , in Brazil, the probability of a child surviving increases by about 20% when household income is in the hands of the mother and if women's paid employment rates were raised to the same level as men's, America's GDP would be 9% higher; the euro-zone's would be 13% higher, and Japan's would be boosted by 16% (Source: United Nations Development Fund for Women).

Principle 21 of the Rio Declaration on Environment and Development states that women have a vital role in environmental management and development and that their full participation is

essential to achieve sustainable development. Women suffer many inequities and as a result are the majority of the world's poor. Thus, any sustainable project which aims to alleviate poverty must have, built into it, the involvement of women in the decision making, planning, advising and extension work in the field. (Kenya demographic survey, 2008)

Stakeholders being women in this study normally play a vital role to the success of any project undertaking and the term usually refers to the eventual benefactors of the project or those whose goodwill is critical to the project success. Poor understanding on management of women empowerment projects in ensuring effective implementation, overcoming resistance to change, allocating risk to the party best able to manage and Lack of a clear agreement in sharing risk or efficiency gains throughout the entire team often leads to projects failure (Kaufmann, 2005).

According to UNDP, when women have equal access to education, and go on to participate fully in business and economic decision-making, they are a key driving force against poverty. Women with equal rights are better educated, healthier, and have greater access to land, jobs and financial resources. Their increased earning power in turn raises household incomes. By enhancing women's control over decision-making in the household, gender equality also translates into better prospects and greater well-being of children, reducing poverty of future generations. (United Nations Development Program, 2006)

In Kenya, an example of importance of stake holders involvement includes a reported case of Sondu miriu hydropower project, a case of project process that stalled due to lack of cooperation of the local community, mostly women who felt their environmental rights were violated, and only got completed when the donors, facilitators and the local community agreed, according to a story run by a Kenyan newspaper (Daily Nation on June 5th, 2001). The Japanese that were funding and implementing the project almost abandoned it by withdrawing its funding of Ksh. 2 billion because of protest directed at the policy makers in Tokyo.

A meeting was planned between local community, mostly women, and Kenya Electricity Generating Company,(Kengen) and non-governmental organizations. Japanese ambassador then Monhisa Aoki said the project was in jeopardy due to pressure from Kenya non-governmental organization and some politicians. The project was re-initiated in 2003 after the

senior Japanese government officials and financiers, who toured the site, were happy that the locals supported the completion of the project, mostly women who later got employment opportunities, since they had raised concerns over environmental, sustainability and compensation issues.

2.8. Government policies and community support structures

The concept of sense of community refers to the perception of belongingness and feeling that one is part of a larger structure, as well as the feeling of interdependence with others that is maintained by supporting or being supported (McMillan & Chavis, 1986). Sense of community model includes dimensions such as fulfillment of needs (the belief that needs can be met through the resources and cooperative behavior within the community). This influence reciprocal relationships, and emotional connection stemming from community living.

Programs must implement activities within existing community structures, there by facilitating community support, increasing impact, and fostering sustainability. For example, Pathfinder International develops and supports community structures through its Community-Based HIV AIDS Care, Support, and Prevention (COPHIA) Project in Kenya. The project establishes Community Implementation Committees (CICs) through participatory rural appraisal techniques and sensitization activities early in the program and maintains a flexible approach, which supports CICs to decide which activities best meet local needs and resources (Kagwe, Pathfinder International, 2003)

CICs are mostly Kenyan community support structures which are comprised of local administrators, traditional and religious leaders, leaders of women's and youth groups, and local business owners. The committees identify specific community needs and resources, mobilize people to seek services, and provide linkages to projects implementation and support. They also help supervise, monitor, and evaluate project activities in coordination with local implementing partners and community opinion leaders and administration. CICs often establish ecumenical support groups to bring faith-based organizations together in support of SMIs and NGOs initiatives

In Kigumo Division, women are endowed with projects implemented by various stakeholders that need to be harnessed and supported by the existing community structures to ensure ownership, women participation in all levels of decision making, financial management training in order to achieve sustainable best practices. Indigenous local support structures that are organised by opinion leaders like the sub chiefs and chiefs can assist the women in literacy skills, personal and community development and local resource management. Through self help initiatives supported by community local structures and networks, support structures contribute to road improvements that can enable access to women farm products to markets, installation of water systems that is instrumental to farming and irrigation projects, just to mention but a few.

Key collaborators for sustainable livelihood projects have characteristics concerns that aim at the quality of human life and social equity where citizens from all strata of society should participate in decision making about the use of resources in their environment. These mainly refers to government policies, where there are inadequate necessary project approvals to proceed from a given political leadership to a designated senior responsible owner (SRO) for the project. (Johnson, Jim, et al. (2001), Collaborating on Project Success).

At national level, government policies have tried to respond to women's problems in various ways. By the time of the Sixth Five-Year Plan (1980/81-1984/85), women's involvement in all programs and projects was emphasized, recognized legal impediments to their economic empowerment developed, and initiated special programs for meeting women's needs. Required legal reforms were also to be implemented to facilitate women's participation in development. The Eighth Five-Year Plan (1992/93-1996/97), in particular, recognized the need for increasing women's representation at decision-making levels in the government, non government and semi-government sectors, and for developing a monitoring system for recording gender discrimination at work. A suitable organizational structure for coordination and monitoring of activities relating to women was also envisaged (Economic recovery, 2003)

Following the Beijing Conference in 1995, Ministry of gender was created with a mandate of dealing explicitly with problems related to women. The creation of this Ministry and the inclusion of women in the Cabinet represented progress since there had been no women members of the Cabinet during the first half of the 1990s. The Women Development Division (WDD) in the Ministry of Gender and Social services is implementing credit programs such as Production Credit for Rural Women and Micro Credit Project (Project Management Journal, Volume 21, July 2003). Within the realm of politics,

Kenyan women have been under represented. Of the 210 seats in parliament, no more than 12 have been held by women. However, the new constitution mandates that forty-seven seats be dedicated to women in Parliament. In addition, thirty percent of every government seat will be held by women. Vision 2030, affirmative action are among the government policies targeting women which may be a safety net to effect effective implementation of women empowerment projects, to local levels like Kigumo Division.

2.9. Effective implementation of women empowerment projects

The lessons learnt in the new world of microenterprise include promoting finance, by investing strategically in capacity strengthening and by assisting organizations or institutions to move away from subsidy-dependent to financially sustaining institutions to enhance implementation of women empowerment projects, impact indicators being carrying out holistic project and financial training, encouraging women to participate in all levels of decision making, net working with community structures and key collaborators and lobbying in to government policies

2.10. Conceptual Framework

The purpose of a conceptual framework is to help the reader see the proposed relationships in Social Science Research, according to (Mugenda: 2008). In this study, the conceptual framework interprets the relationship between the dependent and independent variables as envisaged in the study; training in projects and financial management, Participation of women at all levels of decision making and government policies and Community support structures were used as independent variables that are inputs to effective implementation of women empowerment project (dependent variable) The study revealed some moderating variables; Cultural norms and demographic characteristics that influence the independent variables as indicated, that can affect the output

Independent Variable

Moderating variables

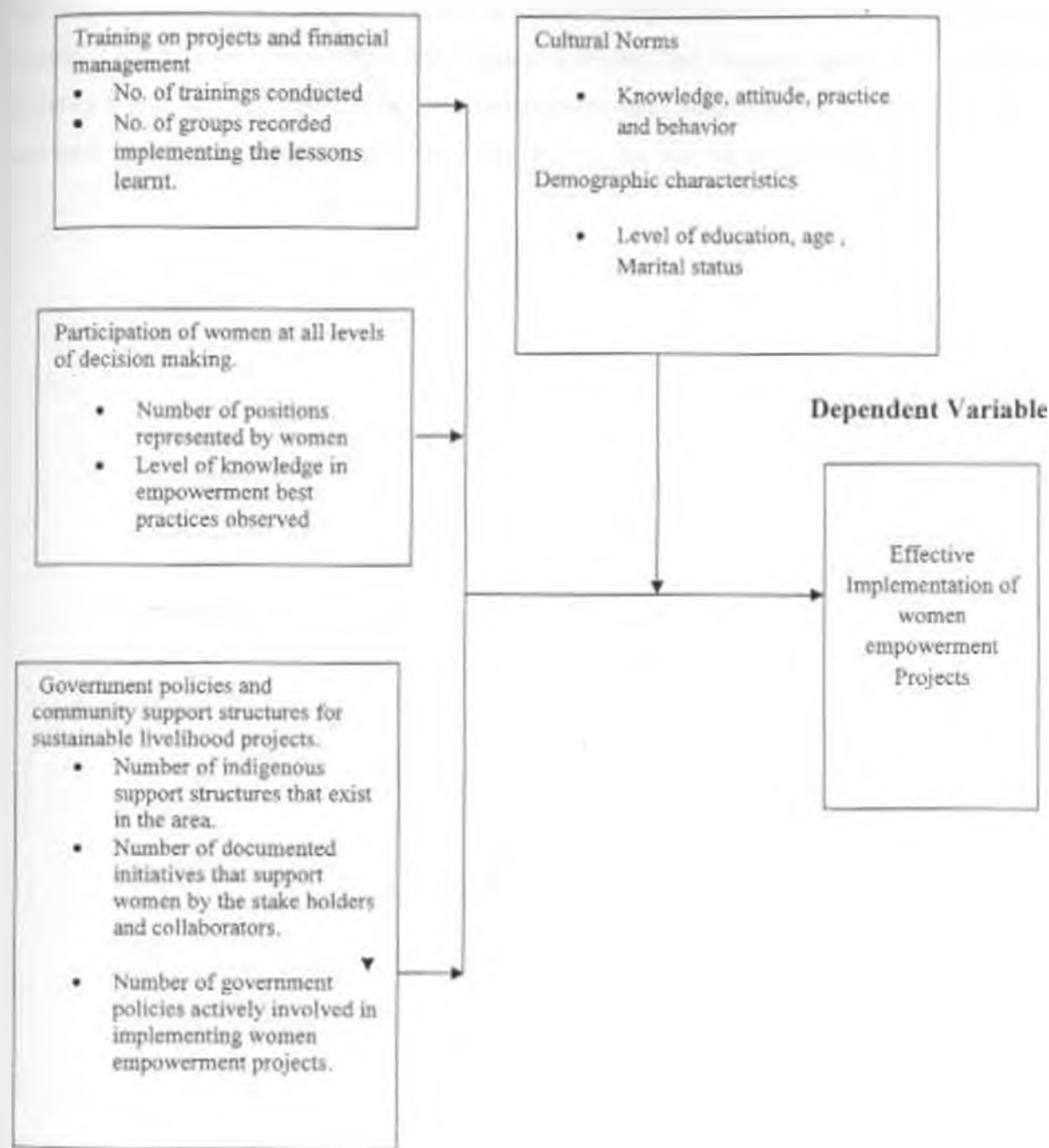


Figure 1: The conceptual framework

2.11. Summary

This chapter has reviewed literature related to effective implementation of women empowerment projects. The variables discussed include training on projects and financial management, Participation of women at all levels of decision making and Government and Community support structures which have been keenly reviewed. The conceptual framework has also been discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the research methodology that was used in carrying out the research. It deals with research design, target population, sample size and sampling procedure and methods of data collection. The researcher also gives a brief description of data analysis techniques.

3.2. Research design

Research design is the process the researcher followed from the inception to conclusion of the study for data collection (Mugenda and Mugenda 1999). The study employed a descriptive survey. Reasons for choosing this design is that it is the most appropriate in collecting data about the characteristics of a large population in terms of efficiency since a questionnaire used as the main research instrument. Descriptive research determines and reports the way things are and for this study, the researcher had no control over the variables, but attempts to discover causes as addressed by the respondents answers by assessing attitudes, opinions, preferences, demographics, practices and norms.

3.3. Target population

Target is the population to which the researcher intends to generalize the results of the study (Mugenda & Mugenda 1999). In this study, target population refers the general population of 50 GBM groups who have been active for the last 5 years in Kigumo Division. GBM works mostly with rural populations. In order to ensure ownership of the programs, shared responsibility, accountability and sustainability, groups are largely formed around women's groups, but men and youth also participate. Once formed, the groups obtain legal registration with the relevant government authority and after being registered with the government authority, groups submit their request for registration to GBM. This officially opens up communication with GBM headquarters where they receive support to begin their activities.

3.4 Sample and Sample size

Sample represents the salient characteristics of the accessible population and hence the target population where the population validity does exist, (Mugenda and Mugenda 1999)

Sample size determines the precision with which population values can be estimated (Theories and principle of research; Mugenda 2008). Sample size in this study refers to the sample that was drawn from the accessible population of 20 women GBM groups

3.5 Sampling procedure

In this study, the sample requires to be broken in to sub groups of gender representation. The researcher took a sample of 20 GBM women groups carrying out multiple projects. Stratified simple random sampling was used (Mugenda and Mugenda, 1999). The researcher first prepared a sampling frame for all the GBM groups. From the list, a sample was drawn so that each group member had an equal chance of being drawn during each selection. To draw a simple random sample without being biased, numbered papers were tossed in to the air and any female who dived an even number was selected. There was no further sampling of population since the target population was small enough for the data required.

Table 3.1: Sample size

Category	Target population	Sample Size
Mixed (Men and women) GBM groups	27	0
Youth GBM groups	3	0
Women GBM groups	20	20
Total	50	20

(Green Belt Movement, 2010)

This study used 50% of the target populations distributed proportionally in all the groups. This gave a representative sample of 20 women groups as indicated in the table.

3.6. Methods of data collection

In social science research, the most commonly used instruments are questionnaires and interview schedules, observational forms and standardized tests. (Mugenda and Mugenda 1999). The researcher sought a permit from the University, and also from Green Belt Movement and then reported to GBM Extension officer in Kigumo Division. The researcher then contacted GBM women groups in Kigumo Division, as well as local opinion leaders and a list of the respondents to be interviewed was prepared. Before proceeding to the field, appointments were made and follow up through telephone calls to confirm the respondents' availability was done. The questionnaires were then hand delivered and the researcher supervised the exercise as the research assistants collected data from the respondents to avoid misinterpretation of questions and minimize errors, especially where levels of education among the women groups varied. Some interview responses were recorded confidentiality was guaranteed to the respondents.

Interview schedules and observation check lists were used to yield qualitative data, through in-depth interviews, focus groups discussions and observations. This is basically because qualitative approach emphasizes on oral communication and gives the respondents a chance to state their problems the way they perceive them and participate in seeking solutions to these problems as well as effecting such solutions.

This study mainly used a questionnaire to collect data from the GBM groups. Content analysis of records was also done. The questionnaire contained 29 questions divided into 3 sections:

Section A: Contained Questions soliciting for information on training on project implementation and financial management skills.

Section B of the questionnaire contained items that solicited information concerning participation of women in all levels of decision making.

The Questions were structured in open ended and closed ended form to obtain suggestions from the respondents. Observation forms were used by the researcher at this point

Section C. Solicited information on Government policies on women empowerment projects as well as Community support structures for sustainable livelihood projects to better the

implementation process. Focus groups discussion and interviews were administered at this point as well.

3.7 Research Instruments

In social science research, the most commonly used instruments are questionnaires and interview schedules, observational forms and standardized tests (Mugenda and Mugenda 1999). In this case, the researcher developed a questionnaire to collect data from the GRM groups.

3.8 Validity and reliability of the research instrument

The questionnaires were pre-tested before being dispatched to the selected sample and adjusted accordingly to ensure reliability where a pilot study was carried out in neighboring location.

3.8.1 Instrument Validity

Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda 1999). In this study, the tool (questionnaire) was reviewed by professionals then pretested to ensure internal validity. The internal validity tested depended on the degree of control of structural variables of the data collected as well as external validity based on the representativeness of the sample with regard to the target population. This estimated how accurate the data obtained in the study represented the variables.

3.8.2 Reliability of the instrument

Reliability is a measure of the degree to which research instruments yields consistent results or data after repeated trials (Mugenda and Mugenda 1999). During this study, split half technique of assessing reliability was administered to two groups using an instrument that had two parts where subject scores from one part were correlated with scores from the second part. Random grouping of the two groups scores in to odd and even numbers was done where each subjects total score was computed and correlated. The coefficient computed was then adjusted to reflect the reliability of the whole instrument. Training of research assistants was also done and

supervision of data collection by the researcher was effected to minimize errors in data collection

3.9 Data Analysis Techniques

Data analysis is the process of brining order, structure and meaning to the mass of information collected. (Mugenda and Mugenda 1999).

The researcher checked the questionnaire for completeness, and data cleaning followed by checking the questionnaires that were wrongly responded. After editing and sorting out the questions, the data was tabulated, coded to represent a particular phenomenon, and then processed. Descriptive statistics was used. Data layout in frequency tables and cumulated percentages was used to analyze the data on questions addressing trainings in project and financial management, women participation in all levels of decision making, as well as Government intervention policies towards women empowerment projects. There are, in fact, a number of software packages available that facilitate data analysis like SPSS and spread sheets sorting analysis. This study used Microsoft Excel spread sheets

3.10 Operationalization of variables

Operational definition of variables is operationalizing or operationally defining a concept to render it measurable. It is done by looking at the behavioral dimensions, indicators or properties denoted by the concept, translated into observable and measurable elements to develop an index of the concepts. Measures can be objective or subjective. To construct a meaningful data collection instrument, it is prudent to operationalize all the anticipated variables.

Table 3.2 operationalizes the variables used in this research report.

3.2 Operationalization Table

No	Objectives	Variables
1	To determine how project Management and financial management training skills can empower women in projects implementation in Kigumo Division	Independent Variable: Project and financial Management training
2	To promote women participation in all levels of decision making in Kigumo in order to improve their social- economic status.	Independent variable: Women participation in all levels of decision making.
3	To strengthen the capacity of community support structures, Government support structures, networks and key collaborators	Independent variable: Community support structures, networks and key collaborators
4	To establish how GOK policies in projects supports women empowerment	Independent variable: Government policies for women empowerment projects
		Dependent Variable: Effective implementation of women empowerment project

Indicators	Measurement scale	Measuring scale	Types of Analysis	Tools for analysis
No. of workshops documented No. of accounts recorded opened Best practices observed in project processes	Over 50%	Ordinal	Descriptive Statistics	Menu of content Mode
No. of women in positions of power Knowledge, attitude, practice and behavior	Over 50%	Ordinal	Descriptive Statistics	Mode mean
No. of community structures recorded operational	40%	Ordinal	Descriptive Statistics	Mode median
No. of documented policies applicable to implementation of women empowerment projects	40%	Ordinal	Descriptive Statistics	Mode
No. of trainings in project implementation conducted No. of trainings in financial management performed No. of women participating in levels of decision making No. of Government policies applicable towards implementation of women empowerment projects	Over 50%			

3.11 Summary

This chapter dealt with the research design which was used for this study being descriptive survey. The target population was identified as Green Belt Movement women 20 groups in Kigumo Division, Murang'a District. A questionnaire tool was used for self administered questions to collect data from the women groups. Validity and reliability of the research instrument was tested on 2 groups, from a neighboring location. Content validity was tested by discussing the data with the respondents, as well as the supervisor. The sampling procedure was stratified simple random sampling.

This section also outlines the operational definition of variables used in this study, and how they were measured. Data analysis techniques using Micro soft excel was used.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter entails the presentation analysis and interpretation of findings. Data is presented by use of frequency tables. The purpose of this chapter is to present the results of the procedures described in the methods and present evidence in form of tables, text and figures. 100% response out of the 28 questionnaires distributed to 20 GBM Women groups was achieved. This chapter is in sections and subsections depending on the various themes of the study.

4.2 General information

This section describes the general demographic characteristics of the respondents. These characteristics include age, marital status, education and number of dependants.

4.2.1 Age of the respondents

This Table describes the age of the respondents.

Table 4.1 Age of the respondents

Age	Frequency	Percentage
21-31	45	18
31-51	125	50
51- and above	80	32
TOTAL	250	100

Respondents aged between 21 and 31 were 18 % while those aged between 31 to 51 were the majority at 50 %. The last category equals to 32 % of the target population ranging from 51 years and above, where most of them could not recall their actual dates of birth.

4.2.2 Marital status

This Table describes the marital status of respondents who participated in the study

Table 4.2 Marital status

Marital status	Frequency	percentage
Single	50	20
Married	95	38
Widowed	47	19
Divorced separated	38	15
Others	20	8
Total	250	100

Majority (38%) of the respondents were married while the minority (8%) were others, mostly being mistresses. 20 % were single and 19 were widowed, with 15% of women being separated as shown in the table. It was also cited that prostitution and divorce were also on the increase. Either woman engaged in prostitution to get an income or separation of married couples as each engaged in activities away from the home made them vulnerable to extra-marital affairs. The extra-marital affairs also resulted in divorce. Another social problem cited was the increased use of drugs mostly by the young

4.2.3. Educational level

This Table describes the education level of the respondents.

Table 4.3 Educational level

Education level	Frequency	Percentage
Primary level	165	66
Secondary level	57	23
Tertiary level	28	11
Total	250	100

The majority of the respondents (66%) had primary education according to Table 4.3, while 23% had secondary education and 11% had tertiary education. The researcher did not find any respondent with university qualifications or those who were completely illiterate.

4.2.4 Number of dependants

Table 4.4 shows the number of dependants per group member.

No. of respondents	Frequency	Percentage
1-3 persons	35	14
3-6 persons	115	46
6-10 persons	89	36
Above 10	11	4
Total	250	100

Table 4.4 shows that the respondents had 1-3 dependants, 14%, 46% had 3-6 dependants, 36 % had 6-10 dependants while only 4 % had above 10 dependants.

4.3 Training on projects and financial management and effective implementation of women empowerment projects.

This section describes the findings on financial capital, to determine the level of knowledge in project and financial management on GBM women groups, financial capital available to the women, and assess the living standard measures so as address the factors that could influence effective implementation of the livelihood projects gainfully.

4.3.1. Sources of income from livelihood implemented projects

Table 4.5 Sources of income from livelihoods

Source of income	Types	frequency	Percentage
Business trade	Own business projects	64	26
Farming/livestock	Small scale	138	55
Casual labour	Daily	29	11
Formal employment	Permanent	13	5
Other sources	Non registered	6	2
Total		250	100

Table 4.5 illustrates that the major economic activity in Kigumo Division is farming (both crop and livestock production – by 55% of respondents). Other livelihood activities included business/trade (26%), casual labour (11%), formal employment (5%) and other sources (2%) as indicated in the above table.

The livestock reared in the study area include small scale farming keeping cattle, sheep, goat, donkey and poultry. Cows are mainly reared for milk (primarily for domestic consumption). The small number of cows was attributed to small land sizes and diminishing grazing land besides the prolonged drought. The animals were mostly on either free range or tethering. Women were the most involved in tending the animals, perhaps because the animals remained on or around the farms. Zero-grazing was rarely practiced despite the fact that this could present better land utilization and generate more income. Rearing of small ruminants such as sheep and goats was also poorly developed. Rabbits were reared by a small proportion of the households. Their market is poorly developed and their significance perceived as very low. In most of the cases these animals kept by young boys. The animals could also be another opportunity for both income generation and nutrition. Poultry keeping is practiced by about half of the households. The most common species were chicken, ducks and turkeys. These were used for eggs, meat or for sale. Ducks and turkeys were even more rare.

4.3.2. Income sources from crop production.

This Table describes the Crops grown in the study area

Table 4.6 Income sources from crop production

Study area: Kigumo Division		
Crop	Frequency (Per GBM Women group member)	Valid % of households
Ten	300	87.0
Maize	298	86.8
Irish potatoes	207	54.8
Cabbages	195	51.6
Kales	187	49.5
Onions	183	48.4
Spinach	162	42.9
Garden peas	80	21.2
Bananas	77	20.4
Pumpkins	68	18.0
Avocado	67	17.7
Sweet potatoes	64	16.9
Beans	44	11.6
Sugarcane	44	11.6
Cucumber	4	11.1
Pigeon peas	41	10.8
Cassava	40	10.6
Passion fruits	40	10.6
Tomatoes	39	10.3
Wheat	36	9.5

Study area: Kigumo Division

**Frequency (Per GBM Women Valid % of households
group member)**

Crop		
Oranges	34	9.0
Kojet	23	6.1
Guava	19	5.0
Cowpeas	18	4.8
Sorghum	12	3.2
Mango	12	3.2
Millet	11	2.9
Pawpaw	10	2.6
Yam	7	1.9
Sunflower	6	1.6
Leeks	3	0.8
Watermelon	2	0.5

Table 4.6 portrays that as to crop diversity, there is over-reliance on maize and potatoes in the area as both cash and food crops. An estimated 87% of the respondents grew tea and maize as cash crop. Tea is grown by every women group member and has a significant value since women use their accounts to borrow loans; they hardly receive any liquid cash from tea. In essence, the farmers grew maize for household food supply, and the surplus was sold to generate income.

However, study results demonstrates that effective implementation of crop diversity projects can be highly achieved with quality training of the projects and financial management, since then the diversification can have significant positive contribution towards soil fertility and reduction of soil erosion. In addition, with high crop diversification, the nutritional security can be achieved by these rural household. Study results also demonstrate that indigenous food crops such as cassava, sweet potatoes, pumpkins, sorghum, millet and fruits have not been incorporated in the farmland. Discussions held with community members revealed that when the residents settled in the area in mid 1970s, they cultivated

sorghum, millet and cassava and the crops did very well. With increased settlement in the area and clearance of bushes and the Abadares forest that has Moi tea zone and Ndaka-ini dam, cultivation of sorghum and millet was no longer possible due to invasion of birds on the farms. This discouraged the farmers from growing these crops since food niches of birds became scarce and this led to invasion of farmlands by birds. The area is said to be drier than it was when the residents settled there. Although these facts are correct, effective implementation of projects targeting growing of drought tolerant crops and diversification of crops at household level hold the key to achieving food security and economic empowerment of these rural communities.

4.3.3. Human Capital

This Table describes the occupation of the respondents.

Table 4.7 Human Capital

Occupation	Frequency	Valid Percent	Cumulative Percent
Businesswoman	49	11.7	11.7
Employed	19	4.5	16.3
Unemployed casual	23	5.5	21.8
Farmer	319	76.3	98.1
Other	8	1.9	100.0
Total	418	100.0	

Table 4.7 shows the occupation of the respondents which is termed in social research as human capital that mainly represents the skills, knowledge, ability to labour and good health that together enable people to pursue different livelihood strategies and achieve their livelihood objectives (DFID, 1999; Ellis, 2000).

4.3.4 Physical capital to determine the living standard measure

Table 4.8 Type of main house

Type of main house	Valid		
	Frequency	Percent	Cumulative Percent
Mud & debe thatched	5	1.2	1.2
Semi-permanent (wood/timber and iron sheets)	65	15.6	16.7
Mud (plastered-semi stone houses)	276	66.0	83.0
Mud with iron sheet roof	14	3.3	86.4
Stone (permanent)	25	6.0	92.3
Mud house-plastered	30	7.2	99.5
Total	415	100.0	

Table 4.8 shows the types of housing observed in the study area. The residents use locally available materials to construct houses. Only 6% of the houses were permanent (stone walled). Majority of the houses (66.0%) comprise of mud wall with iron sheet roofs.

4.3.5 Sources of domestic water in Kigumo Division

This Table shows the source of domestic water in the region.

Table 4.9 Sources of domestic water in Kigumo Division

Source	Frequency	Percentage
River spring	2	2.3%
Communal sources (Permanent)	19	22.1%
Piped water	36	41.9%
Others	15 (Rotto tanks rain water)	17.4%
Total	86	100%

Table 4.9 shows the source of domestic water in Kigumo Division, the main water sources were piped water and communal water points. The results of the Study found that households consumed an average of 98 litres per day or about 20.5 litres per person per day. Most of the households use the 20 litre jerry cans to collect water for household use. Water is an important resource and a vital pre-requisite for economic and social development

The responsibility of fetching water was in most cases to the women and girls who had to travel up to 3Km in search of water when piped water is not available. Such effort has important opportunity costs since this collection time could otherwise be utilized for more gainful economic activities. In addition, engagement of young girls in the activity meant that they could

either miss school or too tired to concentrate on their studies. Rainwater harvesting was practiced, although to small extent. Although a large percent of the population (41.9%) harvested rainwater from iron sheet roofs, they did so using low capacity containers such a jerrycans and small plastic tanks. Only 19.8% of the households had reserve tanks with a capacity of more than 2000litres. Few households (1%) had receptacles with capacities of more than 15000 litres. These containers could last for at least six months until the next rainy season. As such, the vast majority of residents are forced to obtain water from communal water points. Most of the permanent rivers in the area have dried up with time. FGDs revealed that the area had numerous rivers and streams in the 1970s, the rivers flew all year round. The situation has dramatically changed as the rivers flow only during rainy season.

4.3.6. Findings on purpose of regular cash savings

This Table illustrates the purpose of regular cash savings

Table 4.10 Findings on purpose of regular cash savings

Purpose	Frequency	Valid Percent	Cumulative Percent
Education	70	44.9	44.9
Health	24	15.4	60.3
Property	17	10.9	71.2
Old age	13	8.3	79.5
Business capital	13	8.3	87.8
Other purposes	15	9.6	97.4
Missing	4	2.6	100.0
Total	156	100.0	

Table 4.10 reveals the Purpose of regular cash savings. Within the survey, most women could not avail the information as indicated in the table above. However, social capital was measured by group membership and assistance received from friends and relatives. On group membership,

approximately 14% of household heads were members of at least one group in their villages – primarily in the form of merry-go-rounds and table banking. These groups are organized savings efforts designed to provide periodic access, to group members, to larger sums of money than typically available.

4.3.7. Findings on Source of financial assistance

This Table shows sources of financial assistance

Table 4.11: Findings on Source of financial assistance

Source	Frequency	Valid Percent	Cumulative Percent
Son(s)	36	40.9	40.9
Daughter(s)	18	20.5	61.4
Spouse	7	8.0	69.3
Micro Finance Institutions	20	22.7	92.0
Others	4	4.5	96.6
Self Help group	3	3.4	100.0
Total	88	100.0	

Table 4.11 shows the source of financial assistance. (69.3%) respondents did receive financial assistance from relatives or friends. About 26% of respondents got financial assistance from loans: banks and self help groups. Only a few respondents answered this part as indicated in the table.

4.4 Participation of women in all levels of decision making and effective implementation of women empowerment projects.

4.4.1 Participation of women at all levels of decision making

In-depth discussion on this topic inquiry was conducted during focus groups discussions. Issues discussed included child-bearing, men and women roles and coping strategies. Several factors were noted as influencing the size of the household. These included:-

Socio-economic status (whether one was rich or poor. Wealth was indicated by availability on land, income, livestock and other investments). This determined the ability of the family to meet their needs Education –both cost of education and level of education. It was argued that educated persons were likely to have smaller families due to their exposure to family planning information and the ability to afford the cost of these methods. The cost of education may also force couples to bear fewer children in accordance with their ability to educate them.

On the roles of men and women, environmental problems were said to have influenced the traditional roles of men and women. Due to the small land sizes, diminishing agricultural production, limited employment opportunities and the high cost of living, men and women have assumed new roles. Men who are traditionally the bread winners migrate to other areas in search of employment and livelihoods. Consequently, women assume the informal headship of households and are responsible for meeting day to day family needs. In some cases, women have to pay for the education of their children.

4.4.2 Group involvement and the leadership position held.

This section shows the group involvement and the leadership positions by the GBM women groups

Table 4.12

	Groups where one is a leader.	Groups where one is a general member	Length of involvement
Head of household	20	34	annual
No. of positions	3	1	1

Table 4.12 shows group involvement and the leadership positions held by GBM women in Kigumo Division. According to the findings of this study, a woman participates fully in their groups. Other groups have women participating in a minimal way, clearly indicating the structural factors as indicated in the conceptual frame work about cultural norms, practices and behavior. However though, due to the nature of the regional productivity factors, the involving daily chores inhibit the women in the region exposure they have no exchange learning and rely interact with any other sources of knowledge. This has therefore resulted to duplication of work in human, stunted growth within the region, and slow development achieved with fears. Recently, as a result of poor pay within the tea and coffee sectors the farmers in the region have neglected coffee and tea farming and have opted to cattle rearing as their means of living.

4.4.3. Assessment on women contribution towards family expenditures

This section shows women contribution towards family expenditures.

Table 4.13

Expense	Number of women	Percentage
Education	45	23
Health care	20	10
Food	75	38
Loan repayment	57	29
Others	197	100

Table 4.13 Portrays GBM women contribution towards family expenditures. 22.2% of those in the FGD paid school fees for their children. From the survey it was found out that 19.4% of the households were female-headed where a woman moves out in search of income opportunities and livelihood, so as to meet the family basic needs as indicated in the table above.

4.5 Government policies and Community support structures on effective implementation of women empowerment projects.

The institutions present in the project area and which could play critical role in the design and implementation of the rehabilitation project include:-

Government ministries and agencies: Kenya Forest Service, Ministry of Water and Irrigation, Kenya Wildlife Service, Ministry of Health, Ministry of Agriculture, CBOs, NGOs like Green Belt movement, Religious organizations and Local administration.

The KFS has staff at the divisional level that provides technical support towards rehabilitation of the surroundings in the area under study which is under the Abadare Forest Conservancy forest. The ministry promotes tree planting programmes as well as establishment of water infrastructure such as drilling of boreholes, construction of earth dams and water pans. Agricultural extension

offices play an important role as they are in touch with the farmers. As has been noted earlier, food production needs to be improved in the area.

4.5.1 Assessment on anticipated aid by GOK and community support structures available in the study area

This section illustrates Problem ranking on GOK and Community support structures and effective implementation of women empowerment projects.

Table 4.14

Group	GBM Women	Women in farming business	Women who are Leaders	Women supported by CBOs & NGOs
Problem ranking				
1	Increased prevalence of environment related diseases (typhoid, asthma e.t.c)	Poor markets for farm produce	Low self esteem	Poor monitoring and evaluation skills in projects implementation skills
2	Drying up of rivers	Lack of financial and project management skills	Poor access to policies making	Poor risk mitigation measures
3	Increased encroachment in the forests.	Poor support by the local support structures	Social change and development challenges	Poor sustainability measurements.

Table 4.14 shows how GBM women ranked the problematic issues requiring GOK , community support structures and NGOs intervention. Deforestation was cited as the most serious environmental problem in the project area. Climate change was also ranked as a major concern. Tree-planting is also viewed as a measure which could also help in rehabilitation and

conservation of the forest. Both local leaders and women felt that unauthorized access to forest should be prohibited and that shamba system should not be practiced. They demonstrated how farmers uprooted or damaged planted seedlings to ensure that they cultivated for longer period. Promotion of alternative income sources could also reduce the number of people accessing the forest for logging and charcoal burning beside other unsustainable forest uses. Poverty, crime, prostitution and drugs were noted as important social problems. Importantly, respondents linked these to environmental degradation either directly or indirectly. Insecurity was on the increase due to what the discussants termed as poverty. The high unemployment rates and diminishing agricultural productivity had left youth struggling to make a living, some therefore engaging in crime. Women in leadership positions felt challenged with little confidence to lead or make decisions in their local set up, mostly governed by the cultural practices in that they are never able to express their opinions. For example, most of them confessed that their spouses could not release them to attend trainings far from their homes.

4.6 Summary

This chapter has dealt with the analysis, interpretation, and the presentation of findings. The results of the procedures have been described and presented in tables, text and figures.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study revealed that in spite the increasing attention to the issue of gender norms in the international arena, at the country level, there is relatively limited programme experience and research on how to promote women empowerment projects as discussed in the literature review on causes of projects failure. Effective implementation of any initiatives aimed at achieving the impacts to the (beneficiaries) women must therefore be inclusive and broad-based. (Project Management Journal, 2003).

This chapter presents the summary of the findings, discussions and study conclusions and gives recommendations. The main objective of this study was effective implementation of women empowerment projects. The specific objectives were to establish how training in projects and financial management influences effective implementation of women empowerment projects in Kigumo Division, to assess how women participation in all levels of decision making influences effective implementation of women empowerment projects in Kigumo Division, to establish the role of government policies and community support structures on effective implementation of women empowerment projects in Kigumo Division.

5.2 Summary of findings

This section presents the summary of the findings.

5.2.1. General information

Respondents aged between 21 and 31 were 18 % while those aged between 31 to 51 were the majority at 50 %. This signifies the productive age. The last category had women ranging from 51 years and above, 32 % and most of them could not recall their actual dates of birth. The majority of the respondents according to the table had primary education; 66% while 23% had secondary education and 11% had tertiary education. The researcher did not find any respondent

with university qualifications. The respondents also had 1-3 dependants, 14%, 46% had 3-6 dependants, 36 % had 6-10 dependants while only 4 % had above 10 dependants

5.2.2. Training in projects and financial management

Project and financial training for effective implementation of women empowerment projects is deemed important if any social – economic status has to be achieved. Training in financial management, farming techniques and value addition to farm products generated from the income generating activities implemented in the area would raise the levels of skills that can be applied in better farming (74.3%) and better business management (54.7%). Access to credit is crucial for any woman who plays a dominant role in agriculture, for example managing the farm produce in subsistence farming as revealed in this study. Agricultural training on the other hand is very crucial through the technical assistance of extension services, for effective implementation of the women livelihood projects. Lack of access to credit facilities is a bottleneck to economic development of the local community while Poverty was cited as the main reason for logging and charcoal burning

5.2.3 Women participation in all levels of decision making

Any sustainable development project which aims to alleviate poverty must have built into it involvement of women in the decision making, planning, advising and extension work in the field. Access to credit is crucial for any woman who plays dominant role in agriculture. The quality of life for women and children is quantified and used as an index of effectiveness of sustainable development programmes. The index also shows the relative social positions of gender, and manifests itself to women access to sanitation, better housing, health care and education.

5.2.4 Government policies and community support structures on effective implementation of women empowerment projects

Lack of proper coordination of activities in various developments in the area of study has often led to duplication of tasks or conflicts. The need to understand and collaborate with existing institutions in target area is key to success of any project or programme. In addition, proper understanding of target community and the local institutions is vital. In essence, each of the stakeholders will have a role to play and project implementation should seek to involve all stakeholders. In addition, active participation of the community at all stages of the project is important if success is to be achieved. The research also has important policy implications as increasing attention is being focused on strategies and policies to promote the sustainable utilization of government community development resources which incorporates both environmental and development objectives.

5.3 Discussion

Financial capital denotes the financial resources that people use to achieve their livelihood objectives and adopt different livelihood strategies (Mun'ong'o & Mwamtupe, 2003). In rural communities, important components of financial capital are crops and livestock, which acts as a store of wealth and buffer against hard times (Ellis, 2000). Financial capital is made up of available stocks (anything that can be liquidated to meet cash requirements) and regular inflows of cash (income from farm produce sales, wages and remittances from household members working away from the homestead). As discussed in the literature review by Kaufmann 2005, Financial capital is the most versatile of the categories of assets because it can be converted into other assets, can be used for direct achievement of outcomes or can be transformed into political influence and hence free people up for more active participation in organizations that formulate policy and legislation and govern access to resources (DFID, 1999).

The reliability of agriculture as the main source of livelihood is faced with various challenges such as small land sizes, dwindling water sources and unpredictable weather patterns. Adoption of alternative livelihoods through leverages by Small Microfinance Institutions like the Kenya

Women Finance Trust, Faulu Kenya; NGOs like Green Belt Movement and Banks like Equity, is still in early stage of development. The alternative sources included Income Generating Activities (IGAs) such as, Art craft business, Asian vegetables farming, Food security initiatives and small scale fishing. Incomes varied greatly amongst the household depending on source. In addition, household incomes were also largely influenced by competency in financial management and the implementation processes. However, being largely dependent on farming, droughts and unfavorable weather conditions lowered income sources. An important challenge was documentation of household incomes due to lack of record-keeping. Income figures were, therefore, estimates. In addition, some services such as labour were paid in kind and not in cash. Further, some expenses could not be established. For instance, the expenditure on food could be low or high depending on whether or not a family grows food crops. In all, the figures given in this report are only indicative since some respondents were unable to provide reliable information.

As discussed in the literature review, effective implementation of women empowerment projects is very vital and little information is available to guide the interventions currently in place. The study revealed supported livelihood projects been carried out by the women groups as discussed. The findings support the Brundland commission report on Environmental Development, 1987 that sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs. It aims to provide economic independence for countries, communities and individuals by improving the quality for the sake meeting social economic needs. Peoples economic needs and well being must be considered and adequately met so as to curb unsustainable practices. Planned use of communication resources and systems to foster participation of local communities in their own development facilitates dialogue as well exchange of ideas promotes information and knowledge thus, gaining full participation in the development of effective implementation of projects.

To support Agheneza, (2009) on causes of women empowerment projects in Africa from the literature review, The involvement of women in all levels of decision making helps to build their confidence and improve their understanding of management objectives. This is particularly relevant to rural development programmes and projects that are on going being funded by

diverse grants. Providing education and training towards project process and financial management efficiency is a step in empowerment.

In implementing some projects, the cultural dimension must be considered a central element and especially if the project is to directly impact on women empowerment. Effective implementation should improve social well being while protecting cultural diversity and investing in human capital.

Training of projects and financial management in crop diversification is a key strategy in agricultural and rural development programs targeting low income agricultural producers, due to the opportunities it offers for managing risk and heterogeneous production conditions, as well as increased income generation through entry into new markets. The promotion of crop diversification has important implications for agricultural biodiversity. Modern agriculture is increasingly reliant on a small number of crop species with three cereal crops; wheat, maize and rice, providing over 50% of the world's plant derived calorie intake (FAO 1998). Farming systems with high levels of inter-specific crop genetic diversity are more likely to include production of minor or indigenous crop species which are high in diversity (FAO 1998). Entire pools of genetic resources are lost when a crop species is no longer cultivated and becomes extinct. Based on the findings of this survey, there is still need for promotion of training amongst the women in implementing projects about a third of the respondents (31.8%) had primary or post-primary school education. At household level human capital was determined by household size, education, skills and health of the household members. Persons ranging from 15 and 59 years form the largest proportion of the population. These are normally economically active individuals who can play a vital role in economic transformation of the community. On the other hand, if not properly managed, these enormous energies could be forced into crime and other social ills in line of the limited economic opportunities (Carney, 1998). The need to explore and harness the available resources is key if meaningful development is to be experienced in Kigumo Division.

As discussed from the literature review, despite the fact that Micro finance bodies, banks like Equity and NGOs like Green Belt Movement have supported projects in food security, comprehensive training in managing projects and the finances received from the crop diversification can be an important strategy as a means of insuring against failure in any one crop. This is particularly important in situations where formal insurance mechanisms are non-

existent and ex post coping strategies are limited, e.g., Kigumo Division. In addition, crop diversification is associated with a diminished risk of pest and disease invasion contributing to stability of yields (Guy, Spann and Brooks 2005; Sullivan 2003). Pingali and Rosegrant (2005) also argue that agricultural diversification is an important strategy to manage price risk as well.

Implementation of crop diversity projects has been found to be a strategy that can be adopted by women farming projects to exploit the highly heterogeneous agro-ecological conditions, as well as to efficiently utilize other factors of production such as labor and animal power and avoid bottlenecks particularly when off-farm opportunities are available (Worede, Tesfaye and Regassa 2000). Implementation of crop diversification projects is also considered an important step in the transition from subsistence to commercial agriculture. With economic growth, households start to produce for markets and adopt new crops to meet demand. Training in crops diversification projects management in the transition from subsistence to commercial production farms become semi-commercial operations with mixed cropping systems, which are associated with higher levels of crop diversity than subsistence systems (Pingali and Rosegrant 1991).

Trusler, (2004) in literature review indicates that time spent on performance of various activities by age and gender is an important indicator of labour productivity. Analysis of labour units is necessary but not sufficient when planning for and promoting change (Campbell *et al.* 2002). Physical capital is that capital created by economic production. It includes infrastructure such as roads, irrigation works, electricity, reticulated equipment and housing (Carney, 1998, CARE, 2002). Indicators for physical capital include: type of house and possession of various types of implements (Campbell *et al.*, 2002; Elasha *et al.*, 2005). Importantly, within this setting, ownership is only one measurement of access to physical capital. Since high degree of reciprocity often allows access by non owners (Campbell *et al.*, 2002). For example, non possession of own water tap or water pan does not preclude one from accessing water from a neighbour's homestead. Physical capital is important because without adequate access to services such as water and energy, human health deteriorates and long periods are spent in non-productive activities such as collection of water and fuel wood (DFID, 1999). Avoidance of illness and disease in rural areas can be achieved through provision of clean water (Ellis, 2000).

In Kigumo Division, road networks link various shopping centers. Some roads are impassable during rainy season. As noted earlier in chapter two literature review, physical capital is created

by economic production. It follows therefore that the poor development of infrastructure in the study area is in a way influenced by the economic status of the residents. This is demonstrated to some extent by the type of houses in the study area.

To support (DFID, 1999) in the literature review in the context of sustainable livelihood framework, social capital is taken to mean the social resources upon which people draw in pursuit of their livelihood objectives or in times of crises. Social capital is developed through networks and connectedness, membership of more formalized groups which often entails adherence to mutually agreed or commonly accepted rules, norms and sanctions and relationships of trust, reciprocity and exchanges that facilitate co-operation, reduce transaction costs and may provide the basis for informal safety nets amongst the poor (DFID, 1999). Putnam (1995) refers to social capital as features of social organization such as networks, norms, and social trust that facilitate coordination for mutual cooperation. Social capital is important because it can improve the efficiency of economic relations, reduce the 'free rider' problems associated with public goods and facilitate innovation, development of knowledge and sharing of knowledge through social networks. Social capital facilitates vertical links between a community and outside social actors making it a primary driver in maximizing access to services crucial for socioeconomic welfare (Uphoff, *et al*, 1998). 'Provided other things are put in place, social capital is considered an enabling resource that improves the effectiveness of other inputs in development (Dhesi, 2000).

Social capital can be self reinforcing in that it can be increased, rather than depleted, by the right type of use. It may also be destroyed through heavy-handed interventions that impose new social relations without taking into account the strengths of the old (DFID, 1999). With good social networks, individuals are shielded from risks of erratic economic or social crisis. Human capital therefore includes both the quantity and quality of labour available. Human capital is required to make use of the other four types of assets i.e financial capital, physical capital, social capital and natural capital. It is therefore necessary, though not on its own sufficient, for achievement of positive livelihood outcomes (DFID, 1999). Human capital may be improved through training since capability to diversify is enhanced. As indicated in the literature review (Population Rural Analysis, 2006), women feature as next of kins, but rarely access the financial benefits like loans, and cash with drawback. The study revealed that most women in the region are therefore fully dependent on their spouses and

can handily make any second decision or growth (development) on their own. Most of them have resulted in to forming into groups. Table banking where they revolve little affordable amounts of money amongst themselves for their social upkeep. The table banking groups also contribute into their social life when in need like weddings, baby showers and funnels. Promotion of alternative income sources like IGAs with access to markets can promote income generation and reduce the number of people accessing the forest for logging and charcoal burning beside other unsustainable forest uses, to avoid degradation of the forest and the existing ecosystems within Kigumo Division.

5.4 Recommendations

Based on the information gathered during this survey, the following recommendations can be made:-

- i. Since women play a major role in areas such as choice of foods, fuels and household living standards, they should be actively involved in positions governing sustainable development for effective implementation of any empowerment project.
- ii. For effective implementation of women empowerment projects, skills in Project and financial management and improved level of information dissemination towards capacity building on efficient use of resources, during project processes need to be enhanced since there are more women in the community assuming roles initially played by men.
- iii. Water scarcity is a major hindrance to agricultural and general economic development during dry spells, despite the fact that Ndakaini dam is within Kigumo division. Thus, government policies and community support structures that could benefit women in water supply should be developed.

5.5 Areas of further research

The researcher suggests that:

- 1) A study in Monitoring and evaluation systems should be done by Women Enterprise Fund initiated by Kenyan government to empower women, before implementing projects.
- 2) Further research on other sustainability measures which promote effective implementation of projects should be done in a wider scope and ample time. Researchable gaps include risk management and recovery skills towards sustainable development.

5.6 Summary

This chapter has presented the summary of the findings, discussions and study conclusions, recommendations as well as areas of further study.

References

- Al. Iyer and Thomasson, (1991). *An Empirical Investigation of the Use of Content Analysis to Define the Variables Most Prevalent in Project Successes and Failures Proceedings*, Australian National Competency.
- Aur Bud (1997) *Great Expectations: Turning failure into success and vice versa* May 1997, pp 25-28.
- Center for Population Studies Baseline report (2009) on *Kenyan Rural Homes Analysis*
- Chandra, Pasama Projects (2000) 4th edition; *Planning. Analyzing. Selection Implementation and Review*. Tata McGraw Hill
- Daniel Kaufmann, (2005). Word bank Director, *Global Economy and Development*
- En Ayot (2007). *Social change and development course book for Project Planning and Management. Masters programme* (Not published).
- Link study (2009). *Greenbelt movement social economic survey done - Abadare and Mt. Kenya regions ecosystems* (Internal document).
- Economic Recovery journals (2005), *development index section. rural analysis*, Murang'a District
- Enabass B. (2000). *Staging a project Proceedings of the project management institute annual seminars & symposium*.
- Gold, Tom. (1997). *When bad things happen to good projects*. *CIO magazine*, Oct 15, 1997, Vol. 11, 2; pg 54. 6 pgs

- Machel 2009. *Rationale for Women in Development Policy*. (unpublished news letter)
- Johnson, Ian. (2002). *Keeping Your Head Above Water in projects Implementation*.
- Thomas. (2003). *Value of Project Management Offices Questioned*, Computerworld.
- Marshall, Martyn R. (1997). *Procurement Reform and MIS Project Success*, Journal of Supply Chain Management, Winter 1997.
- International Journal of Project Management*, Volume 21, Issue 5, July 2003
- Impact Assessment Studies on Micro credit (2004), a Review on Small Microfinance Institutions indicators in Community Development*, Faulu Kenya
- van Belle (2004), *The journal of community informatics on livelihood projects*
- James J. Gary Klein, and Joseph Balloun (1996). *Ranking of System Implementation Success Factors*. *Project Management Journal*. December 1996, pp 49 - 53.
- Johnson, Jim, et al (2001). *Collaborating on Project Success*
- Trusler (2004), *The journal of community informatics*
- Toh, (April 2004) USAID' Kenya Mission Director, *on livelihood projects in reproductive health and environmental conservation*
- Recht, Michael. (1999). *Managing User Expectations in projects implementation*. University of Missouri St. Louis e-publication.
- Multi-Sectoral and Sectoral Urban Development Initiatives in Kenya, report prepared for ITDG-East Africa*, Jan.2005

- Mugenda, O.M and Mugenda (1999). *Research Methods. Quantitative and Qualitative approaches*
Nairobi Act press.
- Mugenda Abel (2008) *Social Science Research; Standards for Project Management, Guide*, (4th
edition).
- Mwangi'o & Mwamtupe. 2003. *Social Economic core welfare indicators*.
- National Competency Standards for Project Management Guide 2004 (4th edition,).
- Nyagga, (2001). *Integrated, Multi-Sectoral and Sectoral Urban Development Initiatives in Kenya*,
report prepared for ITDG-East Africa.
- Professor Stephen Coleman, (2003). *Oxford internet Institute African e-governance opportunities and
challenges*.
- Project Management (2003). *Institute and Association for Project Management and occupational
standards for project management endorsed by*, Australian and United Kingdom governments.
- Project management journal, (2002). www.USAID.Org/Wide-Area/Networking/kiert
- Poverty Reduction Strategy paper and the Economic Recovery Strategy for Wealth and employment
Creation, 2003-2007
- Republic of Kenya (2008). *Population rural analysis. Kenya Demographic Survey*, Kenya Bureau of
statistics.
- Republic of Kenya(2005). *Sessional Paper No.2 on development of Micro and Small Enterprise for
wealth creation, Employment Generation and Poverty reduction*: Nairobi, Kenya

- United Nations Statistics Division (2008). *Millennium Development Goals Indicators*, revised edition.
- World Resources (1996-97). *The urban environment*. World Resources Institute, United Nations Environmental Programme, United Nations Development Programme and the World Bank
- Yorah Agheneza (2009), *causes of projects failure in Africa*.
- Zohir (2001). *Micro Finance and Economic well being*. in *Monitoring and Evaluation of Micro-finance Institutions*; Zohir et al

APPENDICES

Appendix 1: Letter of transmittal

University of Nairobi
Extra Mural Dept.
P.O Box 30197,
Nairobi

Dear Sir/ Madam,

I am a post graduate student, University of Nairobi pursuing a master's degree in Project Planning and management, and working with Green Belt Movement. Am undertaking a research study in Kigumo Division, Kigumo constituency and the respondents will be Green Belt Movement women Groups. The study is to investigate factors influencing effective implementation of women empowerment projects in Kinyona Location, Kigumo constituency, Murang'a District.

Am writing this letter to request you to kindly assist me in this endeavor by filling in all the sections of the enclosed questionnaire, as honestly as possible.

I do appreciate your cooperation.

Thank you very much.

Wanjiru Nderitu
MA Project Planning and Management Student,
Department of Extra Mural studies,
University of Nairobi.

Appendix 2. Questionnaire for the respondents.

I am Wanjiru Nderitu, a post graduate student, University of Nairobi and working with Green Belt Movement. Am undertaking a research study in Kinvara Division on factors influencing effective implementation of women empowerment projects. In order to get more information on this topic, I am conducting a survey around GBM women groups. This information will be useful in gaining knowledge about how women empowerment livelihood projects can be improved

This survey questionnaire is also used with other GBM groups in the area. All the information you give will be confidential. The information will be used to prepare an academic report and will not include any specific names. You are kindly requested to complete this questionnaire by indicating your honest response by ticking your opinion. Feel free to participate in the focus groups discussion as well.

Thank you.

SECTION 1: GENERAL INFORMATION

Instructions: Do not write your name anywhere on this questionnaire. Tick the correct answer or fill in your response as applicable.

Marital status:	Age bracket in years	Highest Level of Education	Number of dependants
1. Single <input type="checkbox"/>	1. 21-31 <input type="checkbox"/>	1. Primary <input type="checkbox"/>	1. 1-3 <input type="checkbox"/>
2. Married <input type="checkbox"/>	2. 31-51 <input type="checkbox"/>	2. Secondary <input type="checkbox"/>	2. 3-6 <input type="checkbox"/>
3. Widowed <input type="checkbox"/>	3. 51- above <input type="checkbox"/>	3. Tertiary <input type="checkbox"/>	3. 6-10 <input type="checkbox"/>
4. Divorced/Separated <input type="checkbox"/>			4. Above 10 <input type="checkbox"/>
6 Others <input type="checkbox"/>			

Section A: Contain Questions soliciting for information on training on project implementation and financial management skills.

Assessment of financial capital to establish: level of knowledge in project and financial management, financial capital available to the Women, and assess the living standard measures so as determine the factors that could influence effective implementation of the livelihood projects gainfully.

1. **Income from Livelihood projects.**

Source of income	type	frequency	Amount
Total annual income			

2. **Income Sources from crops.**

Source of income	type	Frequency	Amount
Total annual income from crops (last year).			

3. **Do you make any regular cash savings?**

☐ Yes

☐ No

If no,
why.....
.....

4. What is the purposes of your regular savings?

- ☒ Education for your children
- ☐ Health of the family
- ☐ Property
- ☐ Old age
- ☐ Business capital
- ☐ Other (specify).....

5. In the past three years, have you borrowed any loans?

- ☐ Yes
- ☐ No

6. If yes, what was the source of the loan?

- ☐ Bank
- ☒ Self-Help group
- ☐ SACCO
- ☐ Other
- (specify).....
-

7. What form of security did you offer?

- ☒ Title deed.
- ☐ Pay slip.
- ☐ Group guarantee
- ☐ Other
- (specify).....

8. What was the purpose of the loan?

☐ Education

☐ Business capital

☐ Acquire property/asset

☐ Others

(specify).....

9. Were you able to repay the loan on time?

☐ Yes

☐ No

If no,
why.....

10. Do you receive financial assistance from relatives or friends to meet your needs?

☐ Yes

☐ No

11. From whom do you receive assistance from?

☐ Son(s)

☐ Daughter (s)

☐ Spouse

☐ Brothers

☐ Others (specify).....

.....

12. For what purpose do you get assistance?

.....

.....

.....

.....

13. Have you attended any formal training in projects that you have been involved with?

If yes, mention a few

.....

.....

.....

14. If not, why?

.....

.....

.....

Physical capital to determine the living standard measures

15. Is the house you are living in your house or rented?

1. Rented ☐

2. Owned ☐

If rented, from whom?

☐ Family member

☐ Friend

☐ Neighbour

☐ Other (specify).....

16. Type of main house- Tick where appropriate (*Observe*)

Mud & grass thatched	<input type="checkbox"/>		Mud (not plastered)	<input type="checkbox"/>
Semi-permanent (wood/timber and iron sheets)	<input type="checkbox"/>		Stone (permanent)	<input type="checkbox"/>
Manyatta	<input type="checkbox"/>		Mud house-plastered	<input type="checkbox"/>
Mud with iron sheet roof	<input type="checkbox"/>		Tent	<input type="checkbox"/>

17. Sources of domestic water- Tick all applicable.

River spring	
Communal sources (permanent)	
Bore hole	
Piped water	
Others (specify).	

Section B This questionnaire contains items that solicit information concerning participation of women in all levels of decision making.

The Questions are structured as open ended and closed ended form to obtain suggestions from the respondents.

Income and expenditure (record your income sources and expenditure in the past one month)

18. INCOME

Household income source –rank largest contributing source first	Approximate amount in Kshs
1.	
2.	
3.	

19. Do you have your own savings account? Yes ☐ No ☐

If not, why?

.....

.....

EXPENDITURE

20. How are your expenditure trends from the income you make?

Expense	Approximate amount in Kshs
Food	
Clothing	
Housing	
Health care	
Education	
Loan repayment	
Others	

21. Group involvement and the leadership positions held.

Groups where one is a leader.	Groups where one is a general member	Length of involvement	Year of group establishment

22. Are you involved in any level of decision making within projects groups in the locality?"

☐ Yes

☐ No

Give reason for your answer:

.....

23. As a group leader, do you receive any support from anyone outside your household?"

☐ Yes ☐ No

If not, why?

.....

Section C Solicits information on Government policies on women empowerment projects as well as Community support structures, to better the implementation process. Focus groups discussion will be administered at this point.

24. Are there any Industrial/commercial establishments in your Division which offer employment opportunities to the locals?

☐ Yes

☐ No

25. If yes above, which type of establishments are they? You may tick more than one.

- 1. Agricultural ☐
- 2. Health/ Nutrition ☐
- 3. Education (Non formal)
- 4. Others ☐

26. In your own opinion are these establishments sufficient to sustain livelihood projects in the village?

☐ Yes

☐ No

27. If no, what other options should be initiated?

28. What factors have contributed largely to women dis empowerment?

- 1. Unemployment
- 2. Poverty
- 3. Agricultural activities
- 4. House hold chores
- 5. Social cultural barriers
- 6. Lack of information about leverage in projects
- 7. Others

29. Where do you obtain information on women empowerment leverage? (More than one response possible)

- 1. Radio
- 2. Religious leaders
- 3. Newspapers
- 4. Television
- 5. Chief's barazas
- 6. Community Based Organisations and NGOs
- 7. Others

Thank you

Focus Group Discussion for GBM groups Checklist

1. What are the basic community structures operating in your division?
2. What roles do they play in connection to problems solving and sustainability?
3. Beside agriculture, what other alternative sources of livelihoods can be or have been adapted by local community?
4. How would you describe trends of financial availability and access in your household since you settled in GBM groups?
5. What economic opportunities are available in your Division which can be utilized to empower women economically?
6. Have GOK, CBOs and NGOs actively played their role in women empowerment projects? What challenges or hindrances do women face while working with them?
7. How would you rate the level of coordination among various GOK, CBOs and NGOs operating in the area? What has the level of coordination influenced or likely to influence the impact of interventions in the area?
8. What can be done to make GOK, CBOs and NGOs more effective in improving the welfare of communities in which they operate?

Thank you