

**FACTORS INFLUENCING THE ROLE OF WOMEN IN DEVOLVED FUNDED  
PROJECTS: A CASE OF NJORO SUBCOUNTY, NAKURU COUNTY, KENYA.**

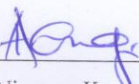
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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT OF THE AWARD OF THE DEGREE OF MASTER OF ARTS IN  
PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI**


**2016**

### DECLARATION

This research project is my original work and has not been submitted for a degree in any other University.

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## **DEDICATION**

I dedicate this to my loving wife Rahab Muthoni Njuguna who has always been supportive in my studies, to my mother Gladys Wambui Karogi who has been encouraging and worked hard to bring me to this stage, and to my secret mentor without whom I wouldn't have made it to this stage and to all people who have always stood by me through thick and thin and have always wished me well.

## **ACKNOWLEDGEMENT**

First I would like to thank the almighty God from whom I draw my strength. Without him this research would never have been accomplished. In a special way I would like to express my gratitude to Mr. Mumo Mueke who supervised my work and for the assistance he has given me in this process. I'm also grateful to all the lecturers who took me through the entire course work. I sincerely thank them for the knowledge they imparted in me.

I would also like to thank my course mates for their constant support and encouragement when the going got tough and keeping in touch whenever I needed help.

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## **LIST OF ABBREVIATIONS/ACRONYMS**

MDG-Millennium Development Goals

CDF – Constituency Development Fund

CBF-Constituency Bursary Fund

FPEF-Free Primary Education Fund

RMLF-Roads Maintenance Levy Fund

CIPAC-Cities in Partnership with Communities

RELF-Rural Electrification Levy Fund

WSTF-Water Service Trust Fund

YEDF-Youth Enterprise Development Fund

HIV-Human Immunodeficiency Virus

## ABSTRACT

Women constitute a very important part and parcel of the population of any particular country. Therefore their contribution towards various development projects in terms of identification, initiation and propagation of development agendas including the management of various devolved funds, cannot just be over emphasized. This research is tasked with the responsibility of assessing the role played by women who form an important and integral part of the society and also since they are taxpayers they contribute towards the finances that fund these development projects within Njoro Sub-County, Nakuru County. The study will focus on three independent variables. These are the various factors that will determine whether or not women have been adequately represented in the management of devolved funds within the sub county. These include: leadership roles for women within these oversight committees, women participation in all the processes undertaken in the utilization of these funds, and the management skills of the women who take part in the management of these funds. The study was based on social constructivism theory which assumes that knowledge is constructed socially by people and that both individuals and groups create their own perceived realities therefore reality is socially configured. The study looks at women's role in the governance and ownership of projects of devolved funds a case study of Kanduyi Constituency in Bungoma County and also the gender gap in water resource management in Nile basin countries a case study for rural women in Uganda. Descriptive research design was applied in the study whose objective was to portray an accurate profile of persons, events or situations. To get the required sample size we used the krejcie and Morgan's formulae and since the population drawn may not be homogeneous stratified sampling based on the wards was used so as to get a representative sample. The data collected was edited for completeness, correctness and consistency. The data was then coded and classified for easy tabulation. The data was then analysed both quantitatively and qualitatively.

The study findings revealed that a majority of the residents of Njoro sub-county don't think that women play any meaningful roles in the management committees in which they serve and also do not adhere to the laid down regulations in the management of the devolved funds. The study found out that only 29% of the members of these management committees are female. Most of the respondents (60%) thought that the participation of women in management of devolved funds is ineffective. This study found that 66% of all the respondents, including 80% of all women interviewed think that women are not adequately represented in the management committees. This notwithstanding, the majority agreed to the fact that one's technical expertise affects their performance in management. In order to realize active women's participation in community development projects financed by devolved funds in Njoro sub-county and to an extent in other devolved funds' projects in the new County government's structures, the study recommends more emphasis should be laid on governance roles assigned to women, constraints to women's participation, effects of legislation on women's participation and the impact of these devolved funds on women's plights.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

In Kenya devolution has been discussed as a concept since independence in 1963. Chitere and Ileri, (2004) submit that at independence, the government of Kenya opted for devolution which transferred development responsibility to the regions. Local authorities collected taxes that were later used for purposes of development. This system was later abolished in December 1964, where a centralized form of government was put in place at a time when Kenya attained the status of a republic. All functions of the state were to be centrally coordinated and executed from the national level.

However, the government of Kenya has been making very deliberate measures, drastically moving away from this traditionally centralized system in which all the resources were disbursed from a single point, to a more decentralized system in which most of the development projects are being devolved to levels as low as even the village. Over the past five years, significant strides have been made towards achieving this noble goal. This has been aimed at meeting some of the Millennium Development Goals (MDGs). For example, in the fiscal year 2007 – 2008, the government of Kenya allocated more than Ksh. 58 Billion to the devolved structures. Some of the devolved fund institutes which have also been entrenched into the new constitution include but not limited to: Constituency Development Fund (CDF), The Constituency Bursary Fund (CBF), Free Primary Education Fund (FPEF), The Constituency HIV/AIDS Fund, The Roads Maintenance Levy Fund (RMLF), Rural Electrification Levy Fund, The Water Service Trust Fund, The Youth Enterprise Development Fund, The Women Enterprise Fund, The Poverty Eradication Fund and The National Development Fund for People with Disability.

The above mentioned funds constitute a very significant portion of the national budget and since they are all geared towards development projects aimed at lifting the standards of living for all, their prudent management is therefore key to the realization of their intended purposes. The national heritage which is currently ailing from many years of abuse and mismanagement by the ruling class can attest to the fact that there is quite a real need for a

more prudent management of these devolved resources. There can never be a proper system of management of these vital resources if it is not all inclusive. The simplest and most general definition of devolution of resources is the act of bringing the whole agenda of development from the central government to the general populace.

Participation is an old concept in development that has been in existence since the 1950s. Authors and development partners have advanced that genuine participation from all stakeholders can help increase efficiency, effectiveness, self-reliance, ownership, replication, as well as sustainability of development projects. Participation is defined as a process which enables people become masters of their own destiny within the framework of their cultural and socio-economic realities. Hence community participation is about freedom of choice, freedom of action and freedom to make mistakes and take responsibility over the consequences of their shortcomings.

The management thereof would mean the all-inclusion of the public in the whole process of development. Many people in Kenya are generally ignorant of their role as being part and parcel of the development agenda. This could partly be due to the failure of the government to properly inform its citizenry of their role in spearheading development via the bottom-up approach of all-inclusive governance.

As it has been clearly pointed out, lack of all-inclusiveness in the identification, initiation, propagation, monitoring and evaluation of projects funded from these devolved funds has led to poor implementation, and if not changed, will continue to lead to mismanagement of these funds. Such risks arise across a wide range of areas including but not limited to the release of the funds, the choice of the projects to be undertaken, legal issues, the time taken to complete the identified projects, choice of the contractors to accomplish the work and many other pertinent issues.

It is not uncommon to find projects which only exist on paper, while a lot of resources in terms of money and time are said to have been pumped in to them. Many white elephants have been reported across the country. There are also projects which are still incomplete despite the fact that so much has been put in to them. A lot of time and money have been

channeled towards such projects, and can now be said to have been lost. Other cases have been cited in which the majority of the locals did not approve of either the projects themselves or the location of these projects. Some argue that even though some of the projects undertaken are good, they were however not very necessary since others which are considered to be of more importance than the ones which were done was left out. Still, other projects may have been successfully accomplished, but they are still not adding any value to the locals since they lack the manpower and implements for them to be utilized. A case is clearly cited of a dispensary that was built two years back within the constituency, but since it was built, it has never been in operation since it lacks qualified personnel and drugs.

In their article 'Devolved Funds Under Scrutiny' K24 Business Desk, 2010 argues that a majority of Kenyans are yet to be participants in the management of various devolved funds. These, according to the source, include CDF and the Economic Stimulus Package. This is according to a survey jointly undertaken by Institute for Social Accountability, The Shelter Forum and Ufadhili Trust. The report warns that the general absence of the ordinary citizens in the management of development projects funded by the devolved structures, including leaving out women for any reason, could open loopholes for the wastage of these public resources. It is generally accepted that as a citizen, each person has an inalienable right and responsibility to take part in both the selection and accomplishment of development projects within his or her locality. Since these are public funds, they belong to the tax payers who should therefore know how their money is spent.

The management of these funds is always done through various local committees including the CDF Committee, Water Services Boards, Women Enterprise Fund Regulatory Boards, just to mention a few. These local committees and the officials thereof are obliged to publicly display and share all information regarding all the development projects within their areas of jurisdiction. This public access to information can only be equated to transparency and can be effectively used to seal all possible loopholes for mismanagement of public funds.

## **1.2 Statement of the problem**

Barring women from participating at any of the levels of accomplishing development in Kenya is an issue that has elicited more heat than light and in many cases has been shown to be one of the main causes of mismanagement of public resources. It is an undeniable fact that women constitute a slightly higher proportion of the national population than men. This clearly indicates that their contribution towards development projects is justified since as tax payers they contribute towards the finances that fund these development projects and at the same time they are direct beneficiaries of these projects. Women are also educated, just like their male counterparts and there is a lot of sensitization and affirmative action being carried out so that women can be involved in running development projects. Leaving them out would therefore be very unjustified since they should have a say on how their money is utilized and how they would wish to benefit from the projects funded by their money.

Most of the devolved funds and the projects financed by them are usually overseen by various management committees from the national to the lowest possible levels. A keen look at the composition of these committees clearly shows a very wide gender gap. Although many efforts to narrow this gap have been made over the years, it is still not sufficient. For instance, the gender rule that stipulates that no gender should constitute more than seventy percent of public bodies, be they elective or appointive, was enshrined in the new constitution promulgated in the year 2010, has not been fully followed. Men have obviously been taking the lion's share in these bodies as far as membership slots are concerned. If this disparity is carefully handled it could be an important step, in the right direction, in making the management of these devolved funds more efficient and result oriented. This study therefore seeks to examine the factors that influence the role of women in the management of devolved funds in Njoro Sub County, Nakuru County.

### **1.3 Purpose of the Study**

The main purpose of this study was to explore the factors influencing the role of women in devolved funded projects within Njoro Sub County.

### **1.4 Objectives of the Study**

In order to achieve the main purpose of this study, the following specific objectives guided the study.

1. To assess the extent to which women leadership influence devolved funded projects in Njoro Sub-County.
2. To establish whether women participation influence devolved funded projects in Njoro Sub-County.
3. To assess the extent to which women management skills influence devolved funded projects in Njoro Sub-County.

### **1.5 Research Questions**

The research questions that guided the study were:-

1. To what extent does women leadership influence devolved funded projects Njoro Sub-County?
2. To what extent does women participation influence devolved funded projects Njoro Sub-County?
3. How do women management skills influence devolved funded projects in Njoro Sub-County?

### **1.6 Significance of the Study**

This research was geared towards establishing factors influencing the role played by women in the management of various devolved funded projects within Njoro Sub County. The findings of this study will therefore go a long way in creating more awareness for the constituents of this area especially women, and sensitize them further



to take up their appropriate roles in the whole process of managing these funds. The findings of this study will be used by the researcher to gain more practical understanding of project management and utilize it after completion of his studies.

It was envisaged that the successful completion of this study would be able to provide future researchers with a mine of information that will be used in future studies involving project management. In the light of the aforementioned, this study sought to improve the levels of participation of women in leadership, management and implementation of projects funded by devolved public funds within the area of study.

It was also envisaged that the findings of this study would be of added value to the policy makers, legislators and the stakeholders in the management of the sub-county as required by law, who will, in fulfilling the mandate of the formation of the management committees of the various funds, incorporate the study recommendations, which will be acquired through valid scientific research data.

### **1.7 Limitations of the Study**

The researcher encountered the following difficulties in the course of the study.

Some of the respondents especially the senior managers were hard to find. This is mainly because the senior management team members are very busy people who travel a lot due to the nature of their job, one of them being the area M.P who is most of the time in Nairobi

These managers of the funds are sometimes bound by a code of confidentiality whereby they are not required to divulge any information pertaining certain and operational issues in their work. This to an extent hindered the collection of relevant information. To overcome this challenge, the researcher had to assure the respondents that the information provided will be used for academic purposes only and treated with utmost confidentiality. The researcher also produced an authorization letter from the institution of learning as a confirmation of this assertion.

This meant that some of the respondents were scared of giving information to the researcher lest the management gets to know the person who gave out the information and they may end up being punished for any small mistakes committed. To mitigate against this problem, the researcher promised the respondents that their identities would be kept anonymous and that they were not required to disclose their identities in the course of their participation in the study.

The sources and subjects that were used in this study may not all be equally credible. However, a lot of caution was exercised to weed out those sources that have not stood the test of time.

### **1.8 Delimitation of the Study**

The study was limited to Njoro Sub County, Nakuru County. It has a population of about 213,960 people and it is 713.30 square kilometers. Stratified random sampling was used to get a representative sample. The study targeted factors influencing the role played by women in the management of various devolved funded projects. Out of the twelve devolved funds available in Kenya, the study focused on Constituency Development Fund (CDF), The Constituency Bursary Fund (CBF), The Constituency HIV/AIDS Fund. The study was carried out for two months from May to June 2016.

### **1.9 Study assumptions**

The respondents answered all the questions and were honest and transparent. There was no political interference as some of these funds are handled by politicians and the sample taken was representative of the whole population.

### **1.10 Definition of Significant terms used in the study**

**Project Management:** The process identifying, planning, implementation, monitoring and evaluation and handing over to beneficiaries.

**Leadership:** A deliberate process by which a person or group of persons give direction to others for the purposes of achieving a particular result that wouldn't have been realized otherwise.

**Role of women:** Duties that woman perform in a project

**Participation:** The involvement of an individual or group of individuals in achieving a common goal

**Management:** Carrying out all the processes that are required to ensure that a project is completed

**Decision making:** The active process of taking a choice between what is to be accomplished and that which will not, from among several available options, based on the beneficial end results

**Management Skills:** A set of abilities and qualities possessed by an individual that make him or her suitable for a particular task.

**Centralized system-**A system where decisions are made at the national level but implementation is done at the local level.

**Decentralized system.** A system where decisions on types of projects are made and implemented at the local level.

**Devolved structure-**Devolved institutions that are used for channeling funds to local areas

**Management Committee-** A group of people entrusted with implementation of a project.

**Devolved funds-**Funds sent to local areas by the national government for purpose of implementing development projects.

### **1.11 Organization of the study**

This research paper contains five chapters. Chapter one discusses the background to the study giving out the reason that led the researcher to get interested in carrying out investigations on the topic. This now leads to the development of the problem statement. To investigate the problem statement a set of objectives are derived together with the research questions. The significance of the study which discusses the role of women in the management of devolved funds is also discussed in this chapter. The limitations and the delimitation and assumptions of the study are also discussed in this chapter since they help the researcher to remain focused. Finally the definition of significant terms used in the project proposal is explained in this chapter.

Chapter two reviews the literature related to the topic and discusses local and international cases related to the subject under investigation. It also discusses the theoretical framework relevant to the topic under review. The conceptual framework is also discussed that shows how the various variables relate. Finally the knowledge gap and the summary of the topic are highlighted in this chapter.

Chapter three discusses the research methodology that was employed in carrying this research. It looks at the research design the target population and the sampling design used. A description of the research instruments used, their reliability and validity is included. It also discusses at the data collection instrument and procedures and data analysis.

Chapter four presents the findings of this research study. It tries to interpret what the researcher found out in the light of the specific objectives of the study. Various data presentation methods are used to make the findings easier to understand.

Chapter five presents the conclusions that were drawn from the study and give recommendations that are based on the findings in chapter four. The chapter also gives suggestions on areas of further study in the field of role of women in project management.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews selected literature and examines both general and specific theories and practices that have been done in the areas of project management, touching on the role of women or lack of it in the management of devolved funds. The literature reviewed examines how various studies have analyzed the concept of the inclusion of women in project management and the determinants of either successes or failure on how effective the process should be. This in essence will enable the Researcher to give a critical analysis of some of the thoughts and theories presented in past studies by the said writers. It is organized into local and international scenarios, influences and their lack thereof of women leadership, participation, decision making and management skills in the use of these devolved funds.

#### **2.2 . Women Leadership In Devolved Funded Projects**

Many studies have been carried out regarding the leadership roles that women have played in effecting development projects. Some of these have been biased towards giving a comparative analysis between the projects managed by men and those managed by women. As pointed out by Karaut Najwa, (2001) women represent the nucleus of the family and hence of the community, therefore the development projects in their communities and their successful implementation depend on them. She further asserts that women can display active participation in all the implementation steps of any development project in their community. They easily visit houses and ask more private questions, something that men are inherently incapable of doing.

Another report by Brigid, M. (2010) concurs with Najwa in that, when women have been involved in development activities such as those geared towards environmental sustenance, there are more visible improvements. This, she says, is due to the changes in the community behaviors. It is seen here that the possibility of these successes are

strongly tagged on the fact that women can actively participate in raising awareness in very many ways in order to reach the main goal of health, education, environment and any other development agenda. The report therefore urges policy makers at both the national and international arenas to seriously take into account the participation of women in the development agenda.

According to Michael Harding Roberts (2012) in his book *Roles and Responsibilities* observed that the accomplishment of a project requires the project oversight team to enlist the services of all the members of the management committee irrespective of their gender. He further points out that the requirements placed on each committee member participating at any of the levels of development project should have the ownership of project plan and therefore be responsible and accountable for the full completion of the project to be undertaken. He puts his point more strongly by asserting that this should be done by all the stakeholders, women being actively included not just in the committee membership, but also as leaders of these management committees.

As pointed out by Lee G. (1992) the committees overseeing development projects should provide proper leadership, sufficient resources and staff competence not leaving the approval of external entities. This should be done in an all-inclusive manner. In all the stages of project development, including identification, initiation, planning, execution and control, women should be fully represented.

In his book *‘The Rise of Women in Project Management’*, O’Brien Patrick (2000) points out that even though project management is male dominated, an increasing number of women are being integrated into the discipline. He continues to point out that the male dominance has sprung up from such industries as oil and gas, construction and other masculine oriented projects. This is further corroborated by Wilkinson, H. (2003) who says that over the last decade; noticeable changes have been recorded confirming that more and more are now attracted to project management. This is majorly because many new disciplines involving project management are coming up which are considered female friendly.

According to Kim Hinton, focus has changed over the last five years. He says that women used to face the problem of breaking in to community development and project management. Today, many women find a lot of application in the field of project management and their roles are much welcome. Kim continues to point out that the biggest hindrance to women's participation in development in the community is lack of respect, and this is a societal problem. He says that despite the fact that society has changed a lot, respect for women and their participation in the management of community development projects is still largely wanting.

Kenneth, L. (2000) in his article entitled 'Do men and women perform the role of city manager differently?' gives the answer, 'No'. He continues to argue that anyone whether male or female will continue to perform in such a role using both the professional and personality traits that they have. O'Brien, J (2000) agrees with Kenneth by saying that project management involves only 20% hard skills and 80% soft skills. The hard skills include the physical traits such as strength while the soft skills the professional and academic qualifications together with the willingness and the drive to perform a certain task to the best ability that one has. All these abilities, he continues to say, are accessible to both the genders, hence even women can perform and in deed they have been proven to perform.

Frank, F. in the same article puts it more strongly by stating that the only difference between a male project manager and his female counterpart is in their approach which is evidently based on their gender traits and not on their ability or lack of it in successfully accomplishing projects. But he says that it will not be more than the difference between two people of the same gender in accomplishing the same project. This also underplays the notion that the male gender is better at project management than their female counterparts.

### **2.3 Women Participation In Devolved Funded Projects**

Participation is the active process by which all stakeholders are involved in exerting influence and share control on priority setting, policy creation, resource mobilization and

allocation, and/or full program implementation. (World Bank, 2002). In Kenya, this concept was established following the launch of the 1983 District Focus for Rural Development (DFRD) giving the then District Development Committees the mandate to plan and effect specific projects and encourage local participation in order to improve problem identification, resource mobilization, project design and implementation.

Chitere and Mutiso (1991) contend that many people in the society were found not to resonate with this concept and that they were nonetheless aware of its existence because of the complex systems therein whereby the whole strategy was managed by the government and not by the community. This method stood in the way of the theory of participatory approach in development, in which people from the local communities are tasked with the full initiative to identify and find tenable solutions for their problems, with a development worker only playing the facilitation role.

Mulwa says “People’s level of commitment to a cause that calls for collective intervention is directly symmetrical to the level at which people themselves are involved in the initial decision making and planning stages of that intervention. The more involved or consulted people are, the greater will be their commitment in the implementation and sustenance of the project involved” (Mulwa, 2008). Leaving out the members of the community from direct involvement in the full cycle of development clearly plays out as a catalyst to high handedness from the concerned government authorities, and in turn discourages them from owning development initiatives, and further minimizes their participation, thus a big setback to achieving development and democracy. This denies the local community members an opportunity to have their input factored in the said development projects, which end up imposing ideas and needs to the community members and in turn addressing unfamiliar needs to those of the concerned community.

Bergdad (1992) argues that it is very vital to integrate women into the planning process. But because of traditional cultural issues, they have often been forced into subordinated female roles in participation; the insights of rural women tend to become overshadowed by the domineering presence and role of men. Chambers (1983), while undertaking a study on participation of women in rural development observed that most local level



government staff, researchers and rural visitors were predominantly men. He found out that female farmers were neglected by male agricultural extension workers in the rural areas. In most societies, he asserts, women have inferior status and are subordinated to men. He says, "Poor rural women are a deprived class within a class. Rural single women, female heads of households and widows include many of the most wretched and unseen people in the world".

Involvement in social and political affairs results from a number of factors, but evident from sexual composition of the leadership of accepted institutions, the conditions of women's access to them and the existence of alternative ways in which women can express their interests (Palmer 1985). The conventional focus on women in development, unfortunately suggests that women are merely objects and agents in the development process, rather than beneficiaries and active participants as well. As a result, African women have been treated as variable in the development process and projects. (Manguyu, 1993).

Oakley (1995) cites that an analysis of a Danish funded rural water supply project in Tanzania, where he observes that participation had ranged from non- participation and manipulation over information and consultation to some degree of partnership and delegation of power. A study of Malawi Social Action Fund Project by Dulani (2003) concluded that the level of participation was limited to being informed on what had already been decided by other key players which implied passive participating by consultation. This implies some ill motive towards the realization of full women's participation and empowerment where their presence is mostly passive and in most cases virtual, hence their input is often overlooked. Hancock (2001) suggests that the acknowledgement of women's contribution has led to young women participating actively in important decision making exercise in Asian factories.

The inclusion of women in development issues, to work together with men and share the common objectives of development projects, is a major concern that needs to be addressed appropriately. This is very necessary since women, just like their male

counterparts, have the potential to participate on an equal footing in this modern era. During the year 1992, women opposed and sought to change their marginalized status in public decision making or policy making and national development planning and implementation. In any democracy, gender interests need to be mainstreamed and the participation of women, just like men be brought at par, to enhance both economic and human development indices. (Nzomo, 1993)

Palmer, (1985) argues that policy makers in governments, multinational and supranational development agencies and international financial institutions such as The World Bank and The International Monetary Fund are gradually coming to the realization that a just and sustainable economic development agenda depends on women being free to make decisions, on par with men at all levels of society. In particular, if leadership is male dominated, gender biases in distribution and control of resources will remain and women will continue to be more vulnerable to economic poverty and social marginalization.

Were, (1985) portends that the role of women in the African context is so crucial that it requires a comprehensive and critical analysis. This is further corroborated by the fact that women account for about fifty percent of the continent's human population. Hence, Africa's rapid growth and development must depend upon the effective participation of its women in the whole of the development process. This can be achieved through access to appropriate technology, skills, education, resources and opportunities. And it is the development of the entire human complex which must be the primary concern of policy makers.

Chitere and Mutiso (1991) argue that most people within the local communities are found not to identify with the concept of women being in decision making positions in devolved systems and that they are nonetheless aware of its existence owing to the complicated mechanisms therein whereby the strategy was managed by the government and not the community. This scenario stood in the way of the concept of all-inclusive and participatory approach in which people from the local community are tasked with the

initiative to identify and find reachable solutions for their problems, with a development worker only playing the facilitation role.

Misati and Ontita, (2011) point out that those citizens who have been denied the right to participate in decision making rarely gain any confidence to reconfirm their right for local leadership to start playing their expected role within participatory and accountable governance. The various phases of participation according to Moynihan, (2003) include pseudo participation which entails a token of effort in fostering public involvement, partial participation which seeks citizen consultation, but rarely have a say as concerns public policy, and full participation whereby the public is fully involved in the project including their views. It is pointless trying to force projects down peoples' throats since they will not feel part and parcel of the project and may end up shunning away from such projects hence lose out on any benefits that they may have derived from them.

#### **2.4 Management Skills of Women in Devolved Funded Projects**

Education is a very important tool for national development. It is also a fundamental human right: Everyone is entitled to it. It is critical to human development as individuals and as societies, and it helps pave the way to a successful and productive future for all. When everyone has access to a rights-based, quality education that is rooted in gender equality, a ripple effect is created, of an opportunity that impacts generations to come. A visionary Ghanaian educator once said: "The surest way to keep a people down is to educate men and neglect the women. If you educate a man, you simply educate an individual, but if you educate a woman, you educate a family" (Kwegyir, J. E Aggrey, 1875-1927 quoted in Tembon & Fort, 2008).

These sentiments are shared by Wamahiu (2011) who when giving a talk on "Educate more girls today for better Kenya" said, "You educate a girl you educate a nation". There's adequate evidence that educating women is beneficial at the national, community, family and individual levels (MOE, 2007). Universal education, in addition to being an important Millennium Development Goal, is the foundation for national development itself. The education of women is an especially effective tool for national

development, since developing countries cannot afford to ignore the skills and talents of half of their citizenry (Tembon& Fort, 2008). In fact women education is one of the most valuable investments that a country can undertake. This is because women account for more than half of the world's population. The UWEZO (2010) learning assessment that was conducted in Kenya in 70 districts confirms this.

According to Hlupekile (2000), several reasons for the few women in government are offered by the private press, politicians and both local and international development organizations. Typical reasons given are that women have lower levels of literacy and education. These hamper their management skills in as far as project management is concerned.

Education for women can be said to be the solution to the development problems in developing countries like Kenya. The provision of women education can steer Kenya forward in the achievement of the MDG's and the Kenya Vision 2030 in one way or another. The World Bank has recognized that there is no investment more effective for achieving development goals than educating girls. In fact educating women is one of the most cost effective ways of spurring development (Tembon& Fort, 2008). This paper holds that women education in Kenya can steer the country in the achievement of many of the eight MDG's. Let us now see how this is possible. The eradication of extreme poverty and hunger is the focus of the 1st MDG. Women's education is important for poverty reduction not only because of the income it generates but also because it helps break the vicious cycle of poverty (Tembon& Fort, 2008). Whether self-employed or earning wages, working women help their households escape poverty. Their returns flow not only to themselves but to other generations as well. In addition, educated women are more likely to send their children to school (Tembon& Fort, 2008). Women education promotes per capital income growth. Dollar and Gatti (1999) report the findings of a study that indicated that increasing the share of women with secondary education by 1 percent boosts annual per capital income growth by 0.3 percent on average. This argument is supported by MoE (2007) who state that with even a basic education, individual women effectively engage in economic activities and thus contribute to greater

national productivity. Women education has intergenerational benefits as well. Filmer (2000) reports that each additional year of formal education completed by a mother translates into her children remaining in school for an additional one-thirds to one half year. Women education is thus beneficial to oncoming generations as well women empowerment which is the focus of the 3rd MDG can partly be achieved through women education. This is because more education reduces the rate of violence against women, enables them to leave abusive relationships and encourages them to reject adverse cultural practices like Female Genital Mutilation (Tembon & Forst, 2008). In favour of this, Sen (1999) postulates that educated women are likely to participate more in house hold decisions and to stand for themselves thus reducing their vulnerability to domestic violence. El-Gabaly (2006) reports a study that revealed that in Egypt, women with secondary education are four times more likely to oppose the practice of Female Genital Mutilation.

The ideal situation is that, education and professional training should contribute to economic development of societies, equalize social and economic opportunities between social classes, reduce disparities in the distribution of income and prepare the labour force for a modern economy (Kriefer, 1985). International Organizations such as the United Nations, UNESCO, the World Bank and the Third World Countries are becoming increasingly aware of the importance of women in national development, and the fact that education can contribute to their playing a much more meaningful role in development (Kelly, 1987a; Browne and Barrett, 1991).

## **2.5 Women's Role in the Governance and Ownership of Projects of Devolved Funds in Kanduyi Constituency, Bungoma County, Kenya**

In 2013, a study was carried out to investigate women's role in the governance and ownership of projects financed by devolved funds. This was a case study of Kanduyi Constituency Development Fund in Bungoma County, Kenya. Among the pertinent factors in this study included but not limited to CDF projects and women's needs, women's participation in CDF projects, constraints to women's participation in CDF projects and the legal framework guiding CDF operations as outlined in the CDF Act

2003 and how they affect women's participation. Wamalwa, (2013) notes that women's full participation in development activities at the grassroots level has been below par owing to low literacy levels amongst womenfolk, retrogressive traditions and beliefs, the physical nature of various development projects hence always perceived to be menial, the various roles assigned to women in CDF projects activities are always restricted to the sidelines. It was however noted that the lack of clearly defined legislation outlining women's participation and/ or lack of information concerning the CDF Act itself by most locals was the main reason for the unfortunate phenomenon. Others included women's resigned attitude towards activities outside the confines of the conventional home making roles as factors which indirectly come in the way of the realization of full women's participation in development activities funded by CDF and other devolved funds, thus a great undoing to the strides made towards promoting gender equity, a tenet of the affirmative action, as well as the two- thirds constitutional gender requirement.

This indicated a wide gap between the factors mentioned therein, hence, the study set out to investigate how to bridge the gap by conducting an in-depth study of the extent of women's participation in devolved funds, within the constituency. A brief but concise introduction of the Kanduyi CDF was done, highlighting the variables under study and secondary data collected on how strides have been made to enhance women's participation in various devolved funds management. Some information about devolved funds as well as women's participation in Kenya was highlighted and a conceptual framework depicting the relationship between the variables discussed.

The study found out that there is an increasing uptake of roles at all levels of development projects, and the obstacles that have occasioned lack of or minimalist participation of women are slowly and successfully being addressed. Women are now participating in CDF projects at all levels right from decision making to implementation. Constraints to participation such as retrogressive beliefs are slowly being overcome, and more women are enrolling in schools to get empowered through education so as to compete favorably with their male counterparts. They are also acquainting themselves with the legal guidelines concerning their roles in development activities. However, there

still remains a need to liberate women's mindsets from traditional and retrogressive beliefs, sensitize them on their rights through comprehensive and holistic civic education as well as effect legislation that will enhance more women's participation. The study recommended that women should play their part in cultivating their attitude towards participation in order to claim their rightful positions in development activities. Authorities will also need to check on a regular basis if stipulated laws guiding CDF and other devolved funds especially those concerning women empowerment are being observed at the constituency levels and new CDF officials should strive to ensure gender balance in CDF operations. This study was significant to the people of Kanduyi constituency, the Ministry of National Treasury and underlying departments, policy makers, development actors and the Government of Kenya.

## **2.6 The Gender Gap In Water Resource Management In Nile Basin Countries**

Kabonesa and Happy (2007) in their article 'The gender gap in water resource management in the Nile Basin countries: The case study for rural women in Uganda', found out that gender division of labor in Uganda portrays just the same picture of what is observed in other African countries. They say that more men are in the public sphere than women. They say that women mostly occupy the private and domestic spheres. This shows that most women are therefore managers of development initiatives that bring benefits to the house hold level. These include water supply resources. They clearly point out that women are exclusively responsible for the health and nutrition of their families and communities.

These observations simply reinforce the earlier stated facts that women hold such key responsibilities within the society and must then be incorporated in the management of resources including those that are funded by devolved funds.

One article that gives an overview of the projects that have been solely accomplished by women stands out and forms part of this literature review. The article "Role of Women in Environmental Conservation" by the Women's Association of Bhutan attests to the fact that women are very capable of accomplishing great projects even on their own.

## **2.7 Theoretical Framework**

This study was pegged on the Social constructivism, a concept which grew from the philosophy of Edmund Husserl's phenomenology and White Dilthey study of interpretive discipline called hermeneutics (Eichelberger, 1989). The basic assumption in this paradigm is that knowledge is constructed socially by people and that both individuals and groups create their own perceived realities. This theory suggests that reality is socially configured. Therefore, several mental creations can be caught, some of which contradict each other and perceptions of reality do change.

This may be seen as a continuous, dynamic process creating a reality that is re-produced by people applying their interpretations of what they perceive to be their external environment.

This theory is preferred to the Theory of Decentralization, The Globalization Theory and the Role Theory, on the grounds that Gender as a socially constructed role, could only be best theorized using the former theory to help capture the terrestrial interests of the bargaining actors in development concerns, and the societal constructed disparities which seek to sideline the females.

In this study, the leadership roles of women in the management of projects funded by the three devolved funds under study, their participation and their management skills are largely dependent on socially constructed barriers of tradition, education levels, ability, gender constructions, legal concerns and interest in participation. The perceived assumption is that the male gender is better placed to run key institutions in society, and that women's dominance is basically domesticated. This in reality is true given that Social constructivism as a concept looks at the ways in which both individuals and groups create their own perceived reality and in this case, the created illusion is on the superiority complex that seeks to define males in society and the thorough subordination of females.

Therefore, if the inclusion of women in the management of these devolved funds is enhanced by breaking the traditions and reservations preventing them from pursuing their



interests in development issues, then there will be very clearly observable changes in the way these projects are managed and the outcome will hold great and unprecedented impact in the society. This will lead to a case scenario where all stakeholders develop interest in the way the projects and funds are allocated, implemented and managed hence sustainable development of community projects. The reasoning behind this is that local communities will be equipped with both personal and administrative responsibility, and if these are wholly or partly taken away from political leaders then it would positively impact in policy making and expenditure plans.

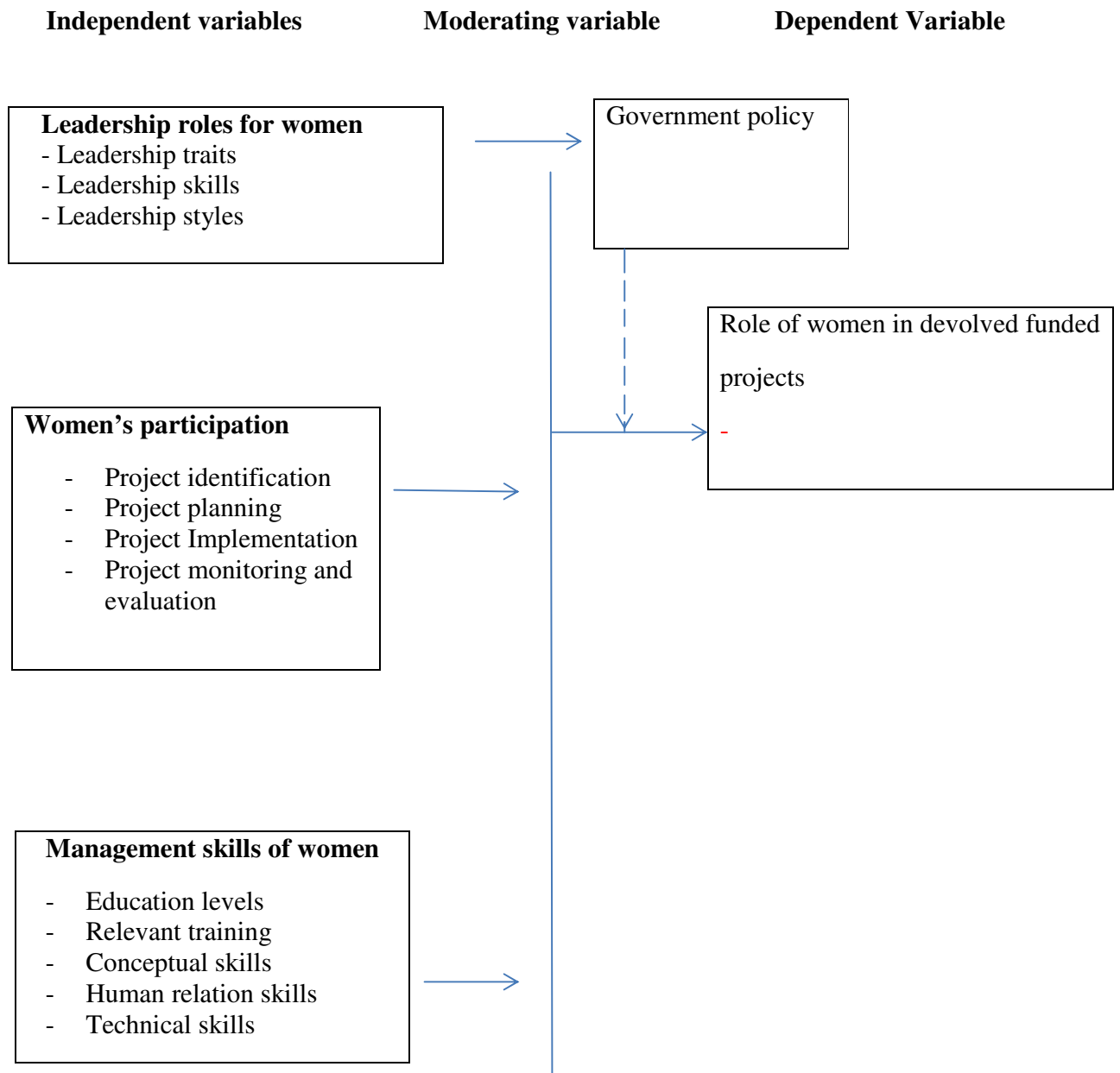
## **2.8 Conceptual Frame Work**

The conceptual framework illustrates the relationship between the independent and dependent variables of the study as shown in figure 2.1 below. As projected by the conceptual framework used to relate the variables, women leadership roles, women participation in management and women management skills are the independent variables while role of women in devolved funded projects is the dependent variable. The independent variables were conceptualized as comprising women's leadership traits ,skills and styles, involvement in identification, planning, monitoring and evaluation education levels, training and skills. It is hypothesized that greater leadership roles, greater involvement in participation by women will lead to better management of projects funded by devolved funds and vice versa.

Decision making also affects the role of women in the management of devolved funds such that where women are involved in decision making about issues that concern the project it leads to better management of the project. Management skills which are determined by level of education also contributes to better management of devolved funds where lack of these skills leads to poor management.

The interaction between leadership, participation, and prevalence of management skills and role of women in of devolved funded projects may be moderated by government policy, the constitution and also international agreements.

**Figure 1: Conceptual Framework On Factors Influencing The Role Of Women In Devolved Funded Projects.**



## **2.9 Review of Analytical /Critical Literature and Gaps to be filled**

Back at home it is rather sad to note that despite the fact that there are several devolved funds in operation in the country, many Kenyans are largely ignorant. Several studies undertaken to find out the extent to which the participation of the public is achieved in management of the devolved funds found that most people, especially women have failed to take up their roles in the active management of these funds.

For the first time in the history of development in Kenya, failure in projects implementation is not only seen as an abdication of responsibility by the government of the day but also a letdown on the part of the public in playing their rightful role of being the watchdog of the government. A baseline survey that was done on inclusive governance project by Cities in Partnership with Communities (CIPAC) in July 2009 alluded to the failing responsibility by the public in performing this social and moral role of being the governments' exchequer. The survey was done to examine the rate of public participation in local governance process and it was ascertained that 74.6% of the people that were interviewed had never made personal efforts to solve the problems facing them including poverty, lack of information, and participation in government based community initiatives. Almost 90% of the people had knowledge of the widely publicized CDF, CBF and women development fund but had very little information on the other fund regimes, and only 7.1% of the people had taken personal initiative to establish whether the disbursed funds were planned for and used in the interest of the public. One would be interested to know the logic behind these mind boggling statistics on community participation on national issues which are ideally meant to benefit the common man, but with close to 90% of the respondents interviewed in the survey admitting that they had never met or contacted their area District Commissioner, and 85% pronouncing that they had never met a political party official or official of any government ministry, the reality of the figures could not have been farther away from the truth.

Most people in Kenya are generally behind news or simply, lack interest on the government's new initiatives of spearheading development through the bottom-up approach of engaged governance. This is mainly due to failure on the part of the government in rising above board in building public confidence on the new institutions of

development. Undemocratic appointments to the decentralized government structures render them white elephant projects for use and abuse by the serving political leaders, much to the chagrin of the public. For instance the appointment of the Constituency Development Fund Committee does not allow for community participation in a free and fair election. As such the members of parliament exercise their own discretion in the appointment of people to the committees. Another failure on the part of the government, as was confirmed in the survey by CIPAC, is in creating awareness and capacity on the devolved funds at the community level. Many people are unaware of the devolved funds let alone participating in the devolved projects, there is need to adequately empower communities on various aspects of their rights such as participation in local democratic structures, monitoring and evaluation of projects, civic engagements, political and economic development.

## **2.10 Summary Of Literature Review**

The sections above in this chapter have reviewed literature on the role of women in management of publicly funded projects. Two case scenarios, a local and an international example, have been highlighted. A mine of literature on women leadership, participation, decision making and management skills as far as project management is concerned has been carefully selected and included in this section.

It is shown that where women are given leadership roles then it leads to better management of the devolved funds. Women participation also leads to better management of development projects since they are more available and fully get engaged in whatever they do.

Where women are also involved in the decision making it leads to better management since the problems that most of these funds address affect women directly. Women also have been trained and they now have the necessary management skills to guide them in carrying out their roles in the projects.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this third chapter, the research design is identified. This was the blue print for the collection, measurement and analysis of data. In this chapter, the researcher identifies the target population, sampling procedure stools of data collection, data collection procedures, how data was analyzed and presented, reliability and data analysis methods and presentation and ethical considerations.

#### **3.2 Research Design**

Descriptive research design was applied in the study. The objective of the design was to portray an accurate profile of persons, events or situations (Schuler 1984). According to Mugenda and Mugenda (1999), descriptive statistics are indices that describe a given sample and relationship (correlation). It used the survey design as a strategy of collecting and analyzing data in order to answer research questions stated about the problem under investigation. Descriptive design describes the state of affairs as they exist and the respondents air their views. The study attempted to establish the factors that influence the role of women in the management of devolved funds in Njoro Sub County, Nakuru County. The devolved funds that were evaluated were C.D.F, C.B.F and HIV funds. Questionnaires were used as the main data gathering tool that was used to gather information.

#### **3.3 Target Population**

Target population refers to the population which the researcher used to generalize the results of the study. The study targeted the residents of Njoro Sub County, Nakuru County. The target population for the study was 213, 961 people as depicted in Table 3.1. This was used as the sampling frame from which a sample was selected.

**Table 3.1 Target Population**

<b>Ward</b>	<b>Population</b>
Njoro	77,138
Kihingo	17,590
Mauche	30,126
Lare	35,809
Mau Narok	53,296
<b>Total</b>	<b>213,961</b>

Source: District Development Office Njoro

### **3.4. Sample size and Sampling Design**

This section describes how the sample size and the procedure that were used in picking the sampled subjects for the study.

#### **3.4.1 Sample Size**

Based on Krejcie & Morgan's (1970) table of determining sample size, a population of 213,961 residents gave a sample size of 383 at a confidence level of 95% and a margin error of 5%. Krejcie and Morgan Table is based on the formulae:

$$S = \frac{X^2 NP}{d^2 (N-1) + X^2 P}$$

$$d^2 (N-1) + X^2 P$$

Where:

S = required sample

$X^2$  = the table value of chi- for one degree of freedom at the desired confidence level (0.05) equal to 3.841 (1.96<sup>2</sup>)

N = Population

P = Proportion of population assumed to be 0.5 since this would provide the maximum sample

$d^2$  = Degree of accuracy expressed as a proportion (0.05)

$$S = \frac{3.841 \times 213961 \times 0.5 \times (1-0.5)}{0.05^2} = \frac{205,456.05025}{0.0025} = 82,182.4201$$

$$0.05^2 \times 213960 + 3.841 \times 0.5 \times (1-0.5) = 535.86025$$

The sample size of the study was therefore 383.

### 3.4.2 Sampling Procedure

Sampling is a procedure of identifying respondents from a target population. The respondents that the researcher felt would answer the questions were CDF Management committee, CBF Management committee, C.HIV/AIDS Management staff, Residents A: Male adult residents B: Female adult residents C: Youth. Sampling is important because in depth information is gathered as a small part of the target population is studied in details. The type of sampling that was used is stratified random sampling based on the wards in the area of study. Further a sample size of twenty officers from the targeted funds was purposely selected. This was to enable the desired representation from various groups of the population of the sub county (Mugenda and Mugenda 1999).

**Table 3.2 Distribution of the sample size as per the wards**

Ward	Target Population	Sample (%)	Sample size
Njoro	77,138	36.1	138
Kihingo	17,590	8.2	32
Mauche	30,126	14.1	54
Lare	35,809	16.7	64
Mau Narok	53,296	24.9	95
Total	213,961	100	383

### **3.5 Data Collection Instruments and Procedure**

The questionnaires were used as the main data collection instruments. These were predetermined questions whereby the respondents were served with questionnaires and given a chance to fill and collected at a later date as agreed between the researcher and the respondents for analysis. This method was preferred by the researcher because the researcher felt that it would ensure the confidentiality of information given and the identity of the respondent upheld. It also saved on time and it was envisaged to be more economical to use. Since they are presented on paper format, there was no opportunity for researcher biases. In addition, they were easy to administer and analyze. The questionnaires were self-administered to the CDF Management committee, CBF Management committee, C.HIV/AIDS Management staff, Residents A: Male adult Residents B: Female adult Residents C: Youth. They contained both closed and open ended questions. Closed ended questions contained suggest answers to solicit the most relevant information, whereas, open ended questions enabled the respondents to express their views freely without any restrictions which may not have been captured in the suggested answers to the closed ended questions in the questionnaire. To ensure validity and reliability of this research instrument, the questionnaire was pre-tested with a few respondents and their views incorporated in the final questionnaire draft. The researcher phrased the questions in a clear manner so that to make clear dimensions along which responses will be analysed.

### **3.6 Data collection Procedure**

The permission to conduct the research was sought from the University of Nairobi, Department of Extra Mural Studies. A research permit was obtained from the National Council for Science and Technology (NACOSTI). A pre-visit was done to the study areas to meet with the CDF officials and local leaders who helped in mapping out the area and identify potential respondents for the study.

The actual collection of data was then carried out from the randomly sampled respondents from the sampling frame. The respondents who were able to fill the



questionnaire were given time to fill. For those who did not understand English the questions were translated into Swahili or the local language and the responses recorded.

Interviews with the CDF and CDFB committee members were also done to understand how these committees function.

### **3.7 Reliability**

The carrying out of the study provided an opportunity for testing the validity and reliability of the research instruments which was crucial in the research process. Reliability is the degree of consistency that instruments or procedures demonstrated. When a concept has been operationally defined, in that a measure of it has been proposed the ensuring measuring device should be both valid and reliable according to (Bryman and Cramer 2011). This study combined both qualitative and quantitative techniques and caution was taken during the research to ensure that validity and reliability were addressed appropriately during data collection and analysis.

The instruments were tested in a pre-test study comprising of a sample of 30 respondents from Njoro sub-county. The results of the pre-test study were tested using the Cronbach's alpha coefficient and a reliability coefficient of  $\alpha=0.75$  was obtained. The result of the pre-test study was used to add as well as remove a few items from the instruments to improve on its usability and reliability. The supervisor helped in the appraisal to ensure that the instrument accurately measure the variables intended in this study.

### **3.8 Validity**

The detail to validity is synonymous with accuracy or correctness and is an important measure of a survey instruments accuracy (Litwin, 1995) it reflects the characteristic that it is supposed to measure and it is not distorted by other factors. It tells whether the question or items measure what they are supposed to measure (saundersetal, 2007). A measure that is valid should be free from all errors. Interview schedules and questionnaires were pretested to check on the content, construction and face validity. The

language used was simple while constructing the instruments so that the respondents could easily understand the questions.

### 3.9 Operational Definition of variables

**Table 3.3 Operational Definitions of Variables and Measuring Indicators**

<b>Specific Objective</b>	<b>Variables Indication</b>	<b>Means of Measuring</b>	<b>Measurement Scale</b>	<b>Tools Analysis</b>
To assess the extent to which women leadership influence devolved funded projects in Njoro Sub county	Women Leadership in devolved funded projects	% of women in leadership positions % of women having access to project information	Ordinal Ratio	Frequency Percentages PPMC
To establish whether women participation influence devolved funded projects in Njoro Sub County	Women Participation in devolved funded projects	% of Women participating in devolved funded projects % of Women involved in Implementation % of women involved in planning	Ordinal Ratio	Frequency Percentages PPMC
How do women management skills influence devolved funded projects in Njoro Sub County	Women management skills in devolved funded projects	Level of education No of trainings attended by women	Ordinal Ratio	Frequency Percentages PPMC

### **3.10 Data Analysis**

The data collected was first edited for completeness, correctness and consistency. The data was then coded and classified for easy tabulation. The data was then analysed both quantitatively and qualitatively.

Descriptive statistics was used to analyze the quantitative data. These included measures of central tendency (mean, mode, median), measures of dispersion (range, Standard Deviation and Variance) and distribution. The findings were then presented/ distributed in summary using percentiles, frequency distribution tables and graphs for quantitative data presentation. Bar and pie charts were also used.

Qualitative data gathered from the in-depth interviews and discussions was analyzed and presented in prose, whereas repetitive answers were grouped into themes and used to complement the quantitative responses.

Quantitative analysis was based on the responses from the closed-ended items of the questionnaire.

Qualitative data on the other hand was based on open ended items in the questionnaire and then analysed by describing in words to common views shared by the majority of the respondents.

### **3.11 Ethical issues**

These are principles which the researcher should bind himself with while conducting a research. In this study the necessary approval was granted by the University of Nairobi and a research permit given by National Council for Science and Technology and the Deputy County Commissioner Njoro allowed the research. Participants gave out information voluntarily without being coerced. They were also informed about the purpose of the study and that confidentiality was also maintained.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents the study findings from the analysis of data collected from the study respondents using questionnaires and interview schedules as discussed in chapter three. The study sought to establish the factors influencing the role of women in the management of projects funded by devolved funds in Njoro sub-county. Descriptive statistical methods are used to facilitate meaningful analysis. In this study, respondents were drawn from across Njoro Sub-county.

#### 4.2 Response Rate

This section presents a summary of the number of respondents who participated in the study in relation to the sample size of 383 that was described in chapter three. Thirty six questionnaires were either not filled at all or some sections were not completely filled hence their cancellation while three of the project officers were not available at all for the interviews.

**Table 4.1 Response rate**

<b>Target Group</b>	<b>Intended Sample Size</b>	<b>Number achieved</b>	<b>Response rate (%)</b>
Residents	383	347	90.6
Project Officers	20	17	85
<b>Total</b>	<b>403</b>	<b>364</b>	<b>90.3</b>

The results show that out of the 383 anticipated sample size, 347 respondents were analyzed forming a 90.6% response rate while for the project officers the response rate was 85%. Overall the study realized a response rate of 90.3% According to Babbie, (2002), any response rate of 50% and above is adequate for analysis.

#### 4.3 Demographic Factors

Babbie, (2002) defines demographic factors as personal characteristics that are used to collect and evaluate data on a people within a given population. In this study, the

demographic factors that were used include age of respondents, gender, educational levels and how long the respondents have resided in the area of study.

#### 4.3.1 Age of respondents

This study inquired into the age of respondents in order to categorize responses by age.

**Table 4.2 Ages of the Respondents**

<b>Respondents' age (years)</b>	<b>Frequency (n=383)</b>	<b>Percentage (%)</b>
Below 20	96	27.7
21 -30	84	24.4
31 - 40	79	22.8
41 – 50	50	14.4
50 and above	38	11.0
<b>Total</b>	<b>347</b>	<b>100</b>

The findings indicate that a majority of the respondents were below the age of 40. Most of the responses were collected from institutions and projects sites believed to have been financed by devolved funds where the respondents were either employed to work or benefitted from the services rendered from the facility. Hence this is proof that the study obtained responses from experienced and knowledgeable people in the society. The mature respondents also had their input factored in; since they are the most consulted and possess a cache of information on the topic under scrutiny their input could not be easily ignored.

#### 4.3.2 Gender of the Respondents

This study also inquired into the gender of the respondents so as to categorize the responses by gender.

**Table 4.3 Gender of Respondents**

<b>Gender</b>	<b>Number</b>	<b>Percentage (%)</b>
Male	165	47.6
Female	182	52.4
<b>Total</b>	<b>347</b>	<b>100</b>

The findings indicates an almost equal representation of either gender of the respondents, though female representation is slightly higher at 52.4 % while male representation in the survey is at 47.6%. This meant that the study observed gender balance in selection of respondents; hence both gender voices were taken into account. The willingness of the female respondents to come out and provide information on a topic that highlights their welfare is proof that women have taken a step out of the cocoon that once depicted them as shy and introverts, unwilling to share information for fear of ridicule. It is also an indication that women are ready to have a stake in issues which affect them and want to be heard on the same level as men. Men on the other hand also came out to willingly provide information and gave their voices on how to promote gender balance in community projects. Those who the researcher spoke to were willing to slay the dragon of retrogressive beliefs and traditions, and were keen on the issue of both female and male empowerment.

#### **4.3.3 Length of time of residence in the study area**

The study sought to find out how long the respondents had lived in the area of study in order to classify their responses by this important parameter.

**Tables 4.4 Number of years the respondents have lived in the study area**

<b>Time (Years)</b>	<b>Number</b>	<b>Percentage (%)</b>
Below 5	101	29.1
6-10	108	31.1
Over 10	138	39.8
<b>Total</b>	<b>347</b>	<b>100</b>

This clearly shows that a majority of the respondents have resided in the area of study for more than six years. This is good for the study since they have lived in the area long enough to familiarize themselves with the projects that are funded by the funds in question, hence they gave reliable information.

#### 4.3.4 Composition of management committees

It was important to seek the views of those who are charged with the responsibility of managing projects funded by devolved funds.

**Table 4.5 Composition of management committees by gender**

<b>Gender</b>	<b>Number</b>	<b>Percentage (%)</b>
Male	26	71
Female	10	29
<b>Total</b>	<b>36</b>	<b>100</b>

Only middle management and support staff were available and gave their responses. It was interesting to find out that only 29% of the members of these management committees are female.

#### 4.3.5 Education levels of respondents

The study further inquired into respondents' education levels. This was to enable categorization of the responses by this vital demographic parameter.

**Table 4.6 Education levels of respondents**

<b>Education</b>	<b>Number</b>	<b>Percentage (%)</b>
Non-formal	31	9
Primary	69	20
Secondary	104	30
College	87	25
University	56	16
<b>TOTAL</b>	<b>347</b>	<b>100</b>

The findings indicate that a majority of the respondents post-primary school education and therefore they could give more objective opinions. Just about 10% of the respondents



possessed pre-primary education. Those who possess secondary education took the lions share at 30% closely followed by those who possess tertiary college education status.

#### **4.4 Roles of women in leadership**

The study inquired into the roles played by women in the management committees which they serve.

**Table 4.7 The number of those who agree that women play significant roles in management committees against those who don't.**

<b>Category</b>	<b>No</b>	<b>Percentage (%)</b>
Those agreeing	135	39
Not agreeing	212	61
<b>Total</b>	<b>347</b>	<b>100</b>

The study findings reveal that a majority of the residents of Njoro sub-county don't think that women play any meaningful roles in the management committees in which they serve. This category of respondents represented 61% of all the respondents interviewed. Of this category a whopping 76% were female.

This clearly shows that even women themselves do not think that they really play a meaningful role in management of projects funded by devolved funds. This was also corroborated by the fact that 79% of the respondents rated the level of the responsibility of women in managing devolved funds as average and below. Only 21% thought it was above average.

With respect to whether or not the management committees adhere to the laid down regulations in the management of the devolved funds, a majority weren't sure as only 17% responded in the affirmative and 22% exhibited their lack of knowledge about the same.

Almost 90% of the respondents reported that they are not in any way involved in the management of devolved funds in Njoro. This was a bit interesting since they said that they were not even included in the process of deciding which projects are supposed to be carried out within the sub-county.

Given a chance to choose between a man and a woman to lead management committees of devolved funds, 69% said they would choose a woman. This was biased towards women since almost all the women interviewed thought similarly.

#### **4.5 Women participation in the management of devolved funds**

The respondents were asked to rate the participatory role of women in the management of projects funded by devolved funds in Njoro sub-county

**Table 4.8 Women participation in the management of devolved funds**

<b>Category</b>	<b>No.</b>	<b>Percentage (%)</b>
Very effective	31	9
Effective	76	22
Ineffective	202	58
Not sure	38	11
<b>Total</b>	<b>347</b>	<b>100</b>

Most of the respondents (60%) thought that the participation of women in management of devolved funds is ineffective. This included 75% of all the women interviewed. Less than 9% think it is either very effective or just effective while 11% weren't sure of what to say.

#### **4.6 Women involvement in decision making**

The respondents were asked to rate the extent to which women are involved in decision making

**Table 4.9 Women involvement in decision making**

<b>Category</b>	<b>No.</b>	<b>Percentage (%)</b>
Very large	31	9
Large	76	22
Medium	115	33
Small	87	25
Very Small	38	11
<b>Total</b>	<b>347</b>	<b>100</b>

As far as involvement in decision making regarding development projects within the sub-county, as 69% thought it is below average. Only 31% felt it was either good or ultimately excellent. As far as project monitoring is concerned, the role of women was also found to be wanting. Of all the respondents interviewed, 79% had the feeling that women do not play any meaningful role in monitoring and evaluating projects emanating from devolved funds within the sub-county.

#### **4.7 Respondents' role in managing devolved funds**

The respondents were asked to rate their role in the management of project funded by devolved funds.

**Table 4.10 Knowledge of residents' role in the management of projects funded by devolved funds**

<b>Category</b>	<b>No.</b>	<b>Percentage (%)</b>
Those who know their role	28	8
Those who don't know their role	312	90
Those not sure	7	2
<b>Total</b>	<b>347</b>	<b>100</b>

The majority of the residents of Njoro sub-county do not know their role in the management of development projects funded by devolved funds. It appalling that more than 90% reported in the negative. Only 8% said they do know their roles as residents as far as the management of these development projects is concerned. The researcher assumes that this is the reason why a very small minority even think of enquiring about the development projects undertaken in this sub county.

#### **4.8 Frequency of enquiries**

The respondents were asked to state how often they enquired about the development projects undertaken in the sub county.

**Table 4.11 Frequency of enquiries made by respondents about development projects**

<b>Category</b>	<b>No.</b>	<b>Percentage (%)</b>
More often	0	0
Often	0	0
Occasionally	21	6
Rarely	35	10
Not at all	291	84
<b>Total</b>	<b>347</b>	<b>100</b>

#### 4.9 Representation of women in management committees

This study found that 66% of all the respondents, including 80% of all women interviewed think that women are not adequately represented in the management committees. Only 34% felt that women have sufficient representation.

**Table 4.12 Women representation in management committees**

Category	No.	Percentage (%)
Excellent	17	5
Good	35	10
Fair	73	21
Poor	90	26
Very poor	132	38
<b>Total</b>	<b>347</b>	<b>100</b>

#### 4.10 Women's management skills

As to whether or not the women in management committees are technically qualified to perform their roles, most of the respondents were not sure of what to say even though they were required to only affirm or negate. It was found out that the respondents had no way of establishing the technical or educational qualifications of all the members of these management committees, let alone the women who sit in them. This notwithstanding, the majority agreed to the fact that one's technical expertise affects their performance in management.

**Table 4.13 The extent to which technical expertise affects performance**

Category	No	Percentage (%)
Very Large	271	78
Large	35	10
Medium	24	7
Small	17	5
Very Small	0	0
<b>Total</b>	<b>347</b>	<b>100</b>

#### **4.11 Overall contribution of women in the management of devolved funds**

The study found that a majority of the respondents think that the contribution of women in the management of devolved funds is below average. 70% of the respondents reported that women's contribution ranges between fair and very poor. Only 30% felt that it is either good or excellent.

The majority believe that if there were more women in the management committees with technical skills, these development projects would be better managed. Only 17% felt that the technical qualifications of women do not affect their management performance much.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the discussion of findings, drawn conclusions and recommendations made there to. The conclusions and recommendations drawn are focused on addressing the objectives of this study which were to explore the factors influencing the role of women and their participation in the management of projects funded by devolved funds within Njoro sub-county. To explore the extent to which they participate in the whole process of identifying, prioritizing, implementing, monitoring and evaluating these projects, addresses their needs, the constraints holding them back in their bid to participate.

**5.2 Summary of Findings**

The study utilized 383 respondents which represented a response rate of 90.3%. Majority of the respondents were aged below 40 which was 74.9% of all the population interviewed. Most of those interviewed were who comprised a total of 52.4%. As for the education levels most of those interviewed had post primary education and were over 90% therefore it was deemed that they could give more objective opinions.

With regard to which to the extent to which women leadership influences the role of women in the management of devolved funds. The respondents gave an indication that the management of projects funded by devolved funds within Njoro sub-county poorly impacted on women's participation. Only 39% of the respondents agree that women occupy their rightful places with respect to the management of these projects. Majority of the respondents (61%) indicated that women are not properly and adequately incorporated in the projects funded by these funds.

The respondents indicated that though both the ongoing and completed projects somehow incorporated the input of women, it was at a very low level. However, studies discussed in the literature review did indicate that there was need to mainstream gender interests and encouragement of women participation to enhance both economic and human development

in any democratized system (Nzomo, 1993). Respondents argued that most projects address the community's plights rather than a specialized group's interests. The benefits of the projects financed by devolved funds are felt more at the community level rather than at an individual's level, to a greater extent positively impacting on the lives of both men and women who are its financiers and beneficiaries.

The extent to which women participation influences the role of women in the management of devolved funds. Findings indicate low involvement in governance roles by women in management of these projects. However, this has been espoused owing to the governance requirements such as the CDF Act 2003 which calls on every CDF committee to have at least two women representatives and the situation could be enhanced if the amendments on the CDF Act 2013, rooting for at least three women to sit on a leaner CDF committee of 11 members, which previously comprised of 17 members, are embraced. In one of the CDF Boards within Njoro, three out of the 15 board members were women. Further, findings into the roles assigned to women in the management of such projects indicated that women are not favored in terms of holding key positions; the data indicate that just a few women are assigned governance roles at the management levels of the management of projects including supervisory roles, compared to manual and support roles.

Both the requirements of the constitution and the CDF Act resonate with Palmer's, 1985 ideal that for a just and sustainable economic development, women should be free to make decisions, on par with men at all levels of society. In Njoro, respondents perceived women who were not actively involved in the undertakings of development projects, and since they are generally regarded to be great decision makers, aggressive, great managers of domestic projects and resource mobilizers, with an unmatched potential, they should be more involved. The study therefore confirms the findings on literature review. That the roles of women at any level of projects management are crucial for development and calls for comprehensive and critical analysis (Were, 1985).

As to whether women decision making influences the role of women in the management of devolved funds. Data from the findings indicate an array of factors which stand in the way for full women's participation in management of these projects which include: low

levels of education amongst the womenfolk, lack of technical skills, retrogressive cultural beliefs, lack of proper training on the projects, lack of a clear cut definition on gender roles, little or no interest in participating in development project activities, the nature of the projects and lack of enforcement of legal provisions as outlined in the both the constitution and the CDF Act to be major contributors to discreet women's participation. In the literature review, Ardener, (1975) observes that women have been formally assigned a single economic role rather than a choice from the multiple alternatives open to men. Ardener adds that while women have the main responsibility of taking care of children, food preparation and domestic work, their economic contribution outside home has been denied or belittled and under rewarded, relative to that of men. In this study, the findings on the undoing to women's participation in development projects as stated above include the retrogressive cultural belief of patriarchy, little emphasis on the girl child education, inferiority complex exhibited by women, nature of development projects, poverty and women subordination. The implication of these factors goes a long way into the perceived benefits of these development projects to both women and the community at large.

The extent to which women management skills influence the role of women in the management of devolved funds. From the data obtained in this study, it is evident that one of the reasons why women either shy away from, or find them functionally unable to participate in the management of development projects is their low levels of education and lack of sufficient technical skills. Most respondents in this study agree that if women were more capacitated in terms of education and professional training, they could make better managers than their male counterparts.

### **5.3 Discussion of Findings**

Funding of projects using devolved funds should continue as these projects are able to target the population that is most needy. Women form a majority of the population that live in the devolved units. Most of these funds are used to tackle the problems that affect women since culturally women are expected to tackle these problems. For example women are supposed to provide water to the whole family therefore what it means is that if a water project is started the first beneficiary of this water will be the women therefore



their inclusion in identifying, planning, implementing of this project would be very beneficial to them.

The studies found that majority of the women are not included in leadership positions of the project management committees. This is due to their low level of education. With a higher level of education women are likely to be accorded leadership positions.

The study also found out that participation by women is very low. They are socially, culturally and politically barred. Their participation can be enhanced by legislation so that the retrogressive cultural beliefs that discriminate women can be addressed.

Lack of management skills also affects the role of women in the management of projects funded using devolved funds. Women have generally been marginalized in terms of opportunities for education and the only way is to make deliberate efforts to increase these opportunities so that they can be well equipped with the necessary skills that can be used in management.

#### **5.4 Conclusion of Findings**

The main aim of this study was to explore the factors that influence the role of women in devolved funded projects within Njoro Sub-county of Nakuru County. Three factors were investigated namely: women leadership roles, women participation and the management skills of women in devolved funded projects. The author has compared the findings against the context of literature review where the findings have either concurred strongly or mildly.

In the course of the study of factors influencing the role of women in devolved funded projects in Njoro sub-county, the researcher analyzed various project management parameters and the connection that the respondents had with the fund projects operations to have a proper assessment of women's roles or lack of them. It was evident that these projects have impacted so positively in raised living standards of Njoro residents. The respondents detailed how crucial development projects; in sectors of education, health and other social services have transformed livelihoods in the community and enhanced networkability and thus enhancing access to services. The constituents contend that such projects are a great idea for the whole community empowerment and have improved the

social status of the community and thus a great tool in the emancipation of grassroots development.

However, the respondents cited the need for efficient management as well as all-inclusiveness. As far as they were concerned, women are not sufficiently represented in managing these projects. This has led to poorly done and un-prioritized projects that do not add value to the community. This they say could be corrected through employing of skilled manpower, including men and women to ensure professionalism and Proper management for projects' sustainability.

The respondents also revealed that women are aggressive, great decision makers, wise, good managers, self-driven, active, hence, great caretakers and mobilizers in the operations of these projects and as such must be given more representation and say in identifying, implementing and monitoring development projects funded by these devolved funds.. There is however need to enlighten locals on the management of these projects to acquaint them with the underpinnings project development procedures, since the lack of such vital information was a setback towards their urge to participate in such activities.

Those roles of women in funded projects and the extent of their participation can be enhanced through proper outlining of legal provisions in terms of a practical approach in the representation of women in CDF committees, by entrenching laws that will foresee increase in women's numbers to match up with those of their male counterparts. To completely eliminate the constraints to women's participation in development projects, retrogressive beliefs should be written off and gender roles realigned to enhance women's empowerment and aggravate women's participation, the issue of girl child education needs to be fostered to help curb illiteracy levels amongst womenfolk, enlighten women and the public in general about the provisions in the various legal provisions such as the CDF Act through a thorough civic education exercise as well as liberating the womenfolk from the notion of subordination as well as the documentation of success stories involving able female managers which can be copied amongst generations within the community to help liberate mindsets on women's participation.

To ensure that legislation advances women's participation, thorough sensitization and civic education should be introduced; Authorities should root for more heterogeneous committees comprising of both genders and strip off imperial powers from the fund patron as well as install visionary and qualified development board members to enhance proper identification and implementation of projects. Further, authorities should facilitate citizen exchange forums to share experiences and further establish a hub or resource center that would be accessible to the public, where information with regards to the development management regulations can be acquired and shared and disseminated. That to improve the impact of community development projects to address women's plights, there is need to involve women at all levels of the project cycle to enhance project ownership, sensitize women on the need for their active participation in such projects and outline their rights as citizens in the participation in community development activities

### **5.5 Recommendations of Findings**

In order to realize active women's participation in community development projects financed by devolved funds in Njoro sub-county and to an extent in other devolved funds' projects in the new County government's structures, more emphasis should be laid on governance roles assigned to women, constraints to women's participation, effects of legislation on women's participation and the impact of these devolved funds on women's plights.

The concerned authorities under the Ministries of National Treasury and Devolution should ensure that Project Management Committees are regularly checked to ensure that they comply with the legal provisions in the constitution and other legal frameworks such as the CDF Act. The newly elected CDF Board officials should be regularly checked to ensure that they uphold the rule of law and are willing to address the issue of gender disparity, which is seen to be a major contributor to limited women's participation. To address the constraints to women's participation, a deeper insight needs to be unveiled, one which will fast track the correction of the stated factors therein including the cultivation of attitudes and approaches. More projects should be designed to cater for women's needs, of which will impact positively on their expectations thus fostering involvement at all levels. Overall, women need to work on their lackluster attitude to

inculcate participation from their part, as well as appreciate the basics of public participation. Women should rise up from their slumber and take up their rightful places in participatory development. They should not wait for men to give them these positions. They should make sure that they get the empowerment they need in terms of education and professional training.

### **5.6 Suggestions for Further Research**

Due to limited resources and time, the study concentrated on the factors influencing the role of women in devolved funded projects in Njoro Sub County only. Further research that encompasses a wider scope and reach, and which captures projects across all sectors funded by the various forms of devolved funds, especially with the new structures of devolved governance is recommended in order to generalize the entire concept of devolved funds. Future studies should also include other contributors to limited participation, not just by women, but by the entire community projects funded by devolved funds.

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## APPENDICES.

### APPENDIX i: Letter to respondents.

ARTHUR NJUGUNA KAROGI,  
P.O BOX 28 – 00221,  
MATATHIA.  
18<sup>TH</sup> MAY, 2016

To Whom It May Concern

Dear Sir/Madam

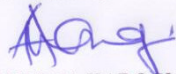
**REF: RESEARCH PROJECT**

I am a student of the University of Nairobi, pursuing a Masters of Arts degree in Project Planning and Management. Am currently undertaking a research on the factors influencing the role of women in the management of projects funded by devolved funds.

You have been identified as one of the respondents in the above study. Kindly fill the attached questionnaire to facilitate the gathering of the required information.

The information provided will be treated with utmost confidentiality and will only be used for academic purposes.

Yours Faithfully,



ARTHUR N. KAROGI  
FUND ACCOUNT MANAGER



## APPENDIX ii: QUESTIONNAIRE

### INSTRUCTIONS:

This questionnaire is meant to gather information on the “Factors influencing role of women in devolved funded projects. A case for Njoro sub county, Nakuru County.

Your participation in responding to the questionnaire is very important. The information provided will be used for academic purposes only and will be treated with utmost confidentiality. Please tick (√) in the box provided or fill in the space provided as appropriate.

-----  
Arthur Njuguna Karogi

### SECTION A: Bio-data

1. What is your gender?

Male  Female

2. What's your age group?

Below 20

21 – 30

31 – 40

41 – 50

51 and above

3. How many years have you lived in Njoro Sub County

Below 5  6 – 10  Over 10 years

### 4. Applicable only to those in management committees)

What category of staff do you fall in?

Senior Management

Middle Management

Support staff

5. What is your highest level of education?

- Non formal education
- Primary
- Secondary
- College
- University

**SECTION B: Roles of women in leadership**

6. In your view, do you think that women play any roles in the management committees in which they serve?

- Yes  No

7. How do you rate the level of responsibility of women in managing devolved funds?

- Very high
- High
- Average
- Low
- Very low

8. Do you think that the management committees adhere to the laid down regulations in the management of these funds?

- Yes  No  Not sure

9. To what extent are you actually involved in the management of these funds?

- Very Large
- Large
- Medium
- Small
-

Very small

10. Given a choice to choose between a man and a woman whom would you choose to lead the management committees of devolved funds?

Man                   Woman

Explain.....  
.....

**SECTION C: Participation of women in management of devolved funds**

11. How do you rate the participatory role of women in devolved fund management in Njoro Sub County?

- Very effective
- Effective
- Ineffective
- Not sure

12. How do you rate women involvement in the decisions pertaining development in this sub county?

- Excellent
- Good
- Fair
- Poor
- Very poor

13. To what extent do you think women are involved in decision making?

- Very Large
- Large
- Medium
- Small
- Very small

14. To what extent do you think women are involved in monitoring?

- Very Large
- Large
- Medium
- Small
- Very small

15. Do you think that women are involved in the monitoring of the management of these funds?

Yes  No

Explain.....  
 .....  
 .....

**SECTION D:** Decision making in the management of devolved funds

16. In your opinion, do you think that women are involved in decision making involving devolved fund management?

Yes  No  Not sure

17. Do you know your role in the management of devolved funds as a resident of this sub county?

Yes  No

18. How often do you enquire about the development projects undertaken in this sub county?

- More often
- Often
- Occasionally
- Rarely
- Not at all

19. Do you think that women are sufficiently represented in these committees?

Yes  No

20. To what extent do you think they are represented?

Excellent

Good

Fair

Poor

Very poor

**SECTION E: How management skills influences the role of women in the management of devolved funds**

21. In your considered view, are the women in these management committees technically qualified to serve?

Yes

No

22. To what extent does their technical expertise affect their performance?

Very large

Large

Medium

Small

Very small

23. How do you rate the overall contribution of women in the management of these funds?

Excellent

Good

Fair

Poor

Very poor

24. In your own opinion, if there were more women in the management committee's with technical skills, would the projects be better managed?

5

Yes

No

25. Suggest one way of improving the management of devolved funds in Njoro Sub County.

.....  
.....

SECTION F: Effective management of devolved funds

26. Do you hold any leadership position in any of the development projects in Njoro Sub County?

Yes  No

27. How many meetings have you ever attended on the invitation of managers of projects in Njoro Sub County?

Once

Twice

Attended several meetings

Never attended

28. Do you think development projects in your area would operate without management committee's?

Yes  No

29. Are you involved in the management of development projects in your area?

Yes  No

30. Who participates more in the management of development projects in Njoro Sub County?

Men  Women

**Appendix iii: Letter of Authorization from the University of Nairobi**



**UNIVERSITY OF NAIROBI**  
**COLLEGE OF EDUCATION AND EXTERNAL STUDIES**  
SCHOOL OF CONTINUING AND DISTANCE EDUCATION  
DEPARTMENT OF EXTRA - MURAL STUDIES

Tel 051 - 2210863

P. O Box 1120, Nakuru  
10<sup>th</sup> May 2016

*Our Ref: UoN/CEES/NKUEMC/1/12*

**To whom it may concern**

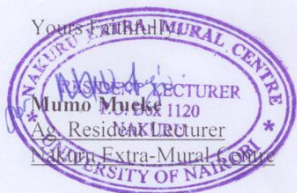
**RE:ARTHUR NJUGUNA KAROGI- L50/61072/2010**

The above named is a student of the University of Nairobi Pursuing a Masters degree in Project Planning and Management.

Part of the course requirement is that students must undertake a research project during their course of study. He has now been released to undertake the same and has identified your institution for the purpose of data collection on "Factors Influencing the Role of Women in the Management of Projects Funded by Devolved Funds " A case of Njoro SubCounty Nakuru County, Kenya.

The information obtained will strictly be used for the purpose of this study.

I am for that reason writing to request that you please assist him.



**Appendix v: Letter of Authorization from the Deputy County Commissioner (Njoro Sub-County)**

**OFFICE OF THE PRESIDENT  
MINISTRY OF INTERIOR AND  
CO-ORDINATION OF NATIONAL GOVERNMENT**

Telegrams: "DISTRICTER" Njoro  
Telephone: Njoro  
When replying please Quote



DEPUTY COUNTY COMMISSIONER  
NJORO SUB-COUNTY  
P.O BOX 500  
NJORO.

REF. NO. EDU.12/10A.VOL.I/135

19<sup>th</sup> May, 2016


**ALL ASSISTANT COUNTY COMMISSIONERS  
NJORO SUB -COUNTY**

**RE: RESEARCH AUTHORIZATION**  
**ARTHUR NJUGUNA KAROGI**

This office is in receipt of a letter Ref No. UON/CEES/NKUMC/1/12 dated 10<sup>th</sup> May, 2016 from Nakuru extra Mural Centre, Nairobi University Nakuru on the above subject.

This is to inform you that Arthur Njuguna Karogi has been authorized to carry out research on "**Factors Influencing the Role of women in Management of Projects Funded by Devolved Funds**" A case of Njoro Sub – County, Kenya in your Sub-County.

Kindly give him all the necessary support to facilitate the success of his research.

  
**L.A RADIDO**  
**FOR: DEPUTY COUNTY COMMISSIONER**  
**NJORO SUB-COUNTY.**

CC

Arthur Njuguna karogi





**Appendix vi: Letter of Authorization from the National Commission for Science, Technology and Innovation**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

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

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No  
**NACOSTI/P/16/10120/11363**

Date:

**25<sup>th</sup> May, 2016**

Arthur Njuguna Karogi  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Factors influencing the role of women in the management of projects funded by devolved funds. A case of Njoro Sub County, Nakuru County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **25<sup>th</sup> May, 2017.**

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

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nakuru County.

The County Director of Education  
Nakuru County.





**Appendix vii: Krejcie and Morgan (1970) Table for determining Sample Size**

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*