

**FACTORS INFLUENCING PROJECT SUSTAINABILITY OF WOMEN  
DONOR FUNDED PROJECTS; A CASE OF SAUTI YA WANAWAKE  
ORGANISATION - PWANI**

**BY**

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**2016**

**DECLARATION**

I hereby declare that this project is my own original work and that it has not been presented to any other University for a similar or any other degree award.

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This research project has been submitted for examination with my approval as the university supervisor.

**Signed** .....

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## **DEDICATION**

This work is dedicated to the Muthiga family for the motivation offered during the study. Not forgetting the women rights movement-Sauti ya wanawake Pwani for allowing me to be a change agent that I have always wanted to be. I will always be proud of the work Sauti ya wanawake Pwani organisation is doing in advancing women and children rights, and particularly Protection of women and children against any form of violence in the coast region.

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## **ABBREVIATIONS AND ACRONYMS**

AMWIK	Association of Media Women in Kenya
GBV	Gender based violence
IFAD	International Fund for Agricultural Development
IRC	International Rescue Committee
MDG	Millennium development goal
NGO	Non governmental organization
OECD	Organisation for economic cooperation development
PIK	Peace initiative Kenya
SYWP	Sauti ya wanawake Pwani
SAFE	Supporting Active Participation in Peaceful and Fair Elections
SIGI	Social Institutions and Gender Index
USAID	United States Agency for International Development

## **ABSTRACT**

Sauti Ya Wanawake Organization - Pwani (SYWP) is a local women's movement based at the Kenyan coastal region, which started in 2001 with an aim for creating a safe space for women to discuss issues that are affecting them but more so as a forum that contributes to fighting for the rights of women and children. Having implemented the two projects between 2012 and 2013, with main aim of ensuring peaceful general election and safety for women and to empower women politically 2013. This study seeks to determine sustainability concerns surrounding these projects in order to build a strong sustainability framework for current and future projects within the organisation. The study was guided by four research objectives; To determine the influence of women participation, management practices, donor trends and government partnership on sustainability of women funded projects. Review of relevant literature revealed that the stated factors are the main determinants to donor funded projects' sustainability. However, little studies have been done to this effect especially with focus on women in Kenya coast. The descriptive survey design was used in this study because it is appropriate where the study seeks to describe characteristics of certain groups, estimate proportion of people who have certain characteristics and make necessary predictions. In this study the target population was about 1000 women who have benefited from SAFE and PIK projects. This study used the stratified sampling technique counties formed the strata, and then respondents were sampled randomly from each strata. The sample size used was 10% of the target population. Questionnaires and document analysis were used as the main tools for collecting data. Analysis and presentation of data was done on MINITAB and Ms excel. Out of the 306 questionnaires distributed in the two projects covered by the study, a total of 204 were returned but only 200 were used in the analysis. All the factors assessed revealed some influence on project sustainability. Management practices had the highest influence according to the agreement scale used, followed by donor trends then women participation. Government strategies had the least influence according to the study with mean difference between respondents agreeing and disagreeing being very minimal. Therefore, the study concluded that for projects to be sustainable, women participation must be enhanced. Management and donor policies must be inclined to adequately address women issues.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

Sustainability is the fear of many donor funded projects, yet there is limited evidence about strategies that effectively support transition of programs from donor funding to national governments (Sara, et al 2011). Though a conceptual definition of sustainability is still a debate in the field of scientific research, for the purpose of this study, sustainability will be defined in the context of donor-funded development programs and projects, as the continuation of benefits after major assistance from a donor has been completed as used by Aus AID (2000)

According to this definition, the focus is on sustaining the flow of benefits into the future rather than on sustainable programs or projects, because, Projects are by definition not sustainable as they are a defined investment within a defined period. The concept of sustainable benefits does not necessarily mean the continuation of funded activities by sustaining activities required to develop new structures but rather that the new structures are appropriate, owned by the stakeholders and supported on an ongoing basis with locally available resources. They will therefore be maintained after major assistance from the donor has been completed up to the time they are no longer required or relevant. Since there is no one single way to achieve sustainability, country, sector, and program/project specific circumstances need to be taken into account. Each individual program or project should define its own sustainability strategy on a case-by-case basis.

A greater participation by women in identification, design and decision-making is a key part of a sustainability strategy. Women participation in all parts of the activity cycle is essential for almost all programs and projects. Ensuring that sex disaggregated data is collected during preparation and that a gender analysis is undertaken to determine the differential impact of costs and benefits on men and women will help to achieve sustainability. For sustainable outcomes, women empowerment objectives must specifically address the needs of women given that they are under-represented in the poorest sections of many societies. (Commonwealth of Australia, 2000).

Generally, the post-aid period of a project experiences high level of negligence from donors, showing a grave lack of interest in issues of sustainability. Therefore, in as much as evaluation research has been undertaken to assess the impact of donor-supported programs, limited specific study has focused on the issues of sustainability of such projects leaving a doubt as to whether such projects have actually met the intended interventions projected by the donors. (House, 2007)

A study indicates that, in Uganda, some social and economic welfare effects accrued to their project beneficiaries although to a very minimal extent, in that, on average, 5 out of 15 project beneficiaries had been economically and socially impacted up on by the donor-funded projects. However, the larger proportion (10 out of 15) of project beneficiaries continued to struggle to realize economic and social effects mainly due to the structural approach used by both the NGO and the donors running the projects. A significant proportion of community members including those that had been targeted by the projects failed to achieve sustainable project intervention due to; unilateral project ideas by the donors through the local counterpart NGO, failure to critically assess the local contexts on the part of the NGO and the donors and limited individual capabilities among the targeted active poor to fully participate and benefit from projects that were given to them. Finally, most of the projects were unlikely to be sustained, as they were purely dependent and tagged to the NGO and the donors and not to their beneficiaries or government. (Busiinge, 2008)

While studying sustainability of donor funded projects in Malawi, Chizimba, (2013) acknowledges that other externalities may intervene positively or negatively towards the sustainability of the projects. Such externalities may include; erratic donor funding, the level of community participation in the project among others and that, if communities were empowered to own the projects and maintain the levels of production initiated by these projects, sustainability would be achieved. Thus confirming the proposition that donor funded projects can only be sustainable if they allow for participatory processes from identification to completion.

As a way of promoting gender equity and democracy, quite a number of donors are continually funding gender related projects. Most of such projects have an average life span of 5-years or

less. It is the hope of both the donor and the government, that project beneficiaries will be able to sustain development initiatives executed during the projects' life once the project is completed.

Since Kenya depends on foreign aid for most of its development programs as highlighted by Mukoya, (2013), the challenge therefore, is to make these development programs sustainable so that there is improvement in the lives of the poor. This requires employing strategies that reach and empower the socially and economically poor communities to implement sustainable empowerment projects. These strategies should be sufficient enough to generate the level of economic and social activity among Target groups. In addition, these strategies should also be necessary for sustainable benefits and lessening continued dependence on donor funding. Therefore, there is need to find out the reasons for lack of sustainability of these projects and to suggest the best approaches for them to follow in order to achieve sustainability.

In 2012, Kenya was ranked 46 out of 86 countries in the OECD Social Institutions and Gender Index, which assesses countries based on the existence of discriminatory social institutions, such as early marriage, discriminatory inheritance practices, violence against women, son preference, restricted access to public space and restricted access to land and credit. Just a year before, Sauti Ya Wanawake Pwani (SYWP) organization was formed in 2011 as a women movement and was registered in 2011 as an NGO, S.Y.W.P works with over 6,500 women in Coast Region of Kenya (covering six counties namely; Taita Taveta, Mombasa, Kwale, Kilifi, Tanariver and Lamu . Their main aim is to advocate for the recognition, respect for and upholding of women and children rights. The organization focuses on four thematic areas: gender equity in Governance and advocacy, health, Education and women rights. It works directly with Sauti chapters spread across all the counties in Coast. The organization champions the rights of women by creating a self-created 'safe space' to articulate women's needs in local development as well as hold discussions on issues affecting them. The space has provided a strong structured mechanism to mitigate Gender Based Violations as well as offer psychosocial support to the members.

SYW works through different women's groups identified as Sauti chapters. The chapters are in touch with the women in the community at the grassroots level working on women's issues and creating community awareness against any form of gender based violence through frequent

meetings i.e. weekly updates and larger forum discussions to support the day to day activities. SYW works in collaboration with different institutions like, the police, hospitals, chiefs, village elders, judiciary for referrals of Gender Based Violence cases and psychosocial support, the churches and mosques for mediation. Sauti Ya Wanawake is therefore transiting from a single entity chapter to an institutionalized well coordinated institution that program on women rights issues at the coast region, hence the need to look at strategies of sustainability of projects.

## **1.2 Statement of problem**

Chizimba, (2013) reveals that, though there are many donor funded women empowerment projects, marginalization of women still persist. It therefore seems that these projects are not having a long-term effect. Thus, it is important to examine whether or not the interventions begun with these projects are being sustained after completion of the project.

Sauti Ya Wanawake Organization - Pwani (SYW) is a local women's movement in the Kenyan coastal region which started in 2011 with the aim of creating a safe space for women to discuss issues that are affecting them but more so as a forum that contributes to fighting for the rights of women and children. Since its inception, SYW has completed two projects whose benefits are expected to continue flowing to the beneficiaries, though indications are that the impact of the completed projects are not sufficient as expected according to the project completion audit done in the year 2013. These projects include; Peace initiative Kenya (PIK); a project which covered six counties in Coast Province namely; Mombasa, Kilifi, Tanariver, Lwale, lamu and Taita Taveta. The main objectives were; to engage women's groups and networks to help promote peace and GBV awareness and prevention. the outcomes were as follows; Women's organizations strengthen a shared vision for promoting peace, Improved technical and organizational capacity of consortium partners as well as women's groups and networks focused on GBV prevention and awareness Sauti chapter members engaged grass root women who lived in poverty and were marginalized, churches, Mosque's, Muslim's Women Association, Catholic Women's Association. During the forums Sauti worked with provincial administration, religious leaders, village peace committees, local elders, youth leaders, and political aspirants to encourage tolerance and peaceful coexistence among the community.

Secondly is a project on Supporting Active Participation in Peaceful and Fair Elections at the Coast (SAFE) project under the Kenyan Civil Society Strengthening Program. The selection of the targeted areas was informed by the need to deal with the existing misconception of devolution and its implication among communities living in the above-mentioned counties as well as by the capacity of the organization to successfully engage in these areas. Throughout the implementation of SAFE project Sauti targeted and engaged women specifically with three main objectives as; to enhance understanding of devolution and facilitate community participation in the process, to enhance a culture of tolerance for peaceful co-existence amongst communities and to enhance civic participation among women at coast. Having implemented the two projects between 2012 and 2013, SYWP realized as an organization that the project sustainability of the institution was lacking since much of the project focus was to ensure peaceful elections in 2013. Hence this study sought to determine sustainability issues surrounding these projects in order to build a strong sustainability framework for current and future projects for SYWP.

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

The purpose of this study was to determine the factors influencing sustainability of donor funded women empowerment projects; case of Sauti Ya Wanawake Pwani- Organisation

### **1.4 Research objectives**

The specific objectives include:

1. To determine the influence of women participation on the sustainability of women funded projects in coast Kenya
2. To investigate the influence of government partnership on the sustainability of women donor funded projects in coast of Kenya
3. To determine the influence of donor trends on the sustainability of women funded projects in coast Kenya
4. To assess the influence of management practices on the sustainability of women funded projects in coast Kenya



## 1.5. Research Questions

The study was guided by the following research questions:

- 1) What is the influence of women participation on sustainability of women funded projects in coast Kenya?
- 2) What is the role of government partnership on sustainability of women funded projects?
- 3) Do donors trends impact on sustainability of women funded projects in coast Kenya?
- 4) To what extent do the management practices influence sustainability of women funded projects?

## 1.6 Research hypothesis

This study tests the following hypotheses

Hypothesis 1

$H_0 \mu =$  Women participation do not influence sustainability of donor funded projects

$H_1 \mu \neq$  Women participation influence sustainability of donor funded projects

Hypothesis 2

$H_0 \mu =$  Role of government partnership do not influence to sustainability of funded projects

$H_1 \mu \neq$  Role of government partnership influence sustainability of funded projects in coast Kenya

Hypothesis 3

$H_0 \mu =$  Donor trends has no influence on sustainability of funded projects

$H_1 \mu \neq$  Donor trends influence sustainability of funded projects

Hypothesis 4

$H_0 \mu =$  Management practices do not affect sustainability of donor funded projects

$H_1 \mu \neq$  Management practices affect sustainability of donor funded projects

### **1.7. Significance of the Study**

The study results may be used by the concerned Government agencies through the relevant Ministries in developing policies for implementation of sustainable donor funded projects and to provide insights on project sustainability

It is also hoped that Sauti Ya Wanawake Pwani and mother donors will use the results of this study to develop policies and strategies that will guide the planning and development of more sustainable projects in the future, in addition Sauti Ya Wanawake Pwani will identify other sustainable sources of funds on programming. Other non Governmental Organizations (NGOs) and other Development Partners dealing with women empowerment projects will also find the report useful in identifying and prioritizing their funding. The results of this study may be disseminated in workshops, published and stored in Libraries thus contribute to the stock of knowledge.

### **1.8 Delimitations of the Study**

This study described two completed donor funded projects and estimated the proportion of intended benefits with given characteristics and made predictions for the purposes of sustainability

The study assessed knowledge, skills and attitude of beneficiaries by studying a selected sample within the two projects as a means of distributing the variables. The study involved two projects aforementioned for data collection.

### **1.9 Limitations of the Study**

The study may be limited in the following ways:

The study may lack extensive generalization since its limited in geographical coverage due to the nature of sampling focusing on two projects located within a narrow geographical range. Some respondents may be unwilling to cooperate with the researcher in giving accurate information during data collection. To increase response rate the questionnaires were filled during an annual event which brought together all the stake holders of the projects. The questionnaires were interpreted into a local language for all respondents to feel comfortable while filling and increase their understanding of the questions in the questionnaire.

### **1.10 Basic Assumptions of the Study**

The study will be based on the following assumptions;

1. It is assumed that both projects under study are dully completed, thus information in the official records can be used to determine the current status of the respondents
2. It is also assumed that the official records of two projects under study are updated and it will be proper to use them to draw a representative sample for data collection
3. That respondents will give true feedback
4. That chosen research tools will be adequate to provide sufficient information that can be used to draw valid conclusion

### **1.11 Definitions of key terms**

Sustainability	The capacity of a project to stay beyond an external funding period, giving benefits its intended to give without or with limited donor support
Women participation;	Refers to a development approach which recognizes the need to involve women in the design and implementation of policies concerning their wellbeing
Management practices;	Methods or techniques found to be most effective and practical means in achieving an objective
Donor trends;	Change or general shift on sources of programmatic funding
Government partnership	interaction between government and implementing agencies

### **1.12. Organization of the Study**

This research project is organized into three chapters: Chapter one deals with the introduction, problem statement, purpose of the study, objectives of the study, the research questions, the study hypotheses, significance of the study, limitations and delimitations of the study, basic assumptions of the study, definition of significant terms and the organization of the study. Chapter two contains the review of related literature. This is presented in three main themes: factors that relate to the enterprise, factors related to the entrepreneur; the challenges facing entrepreneurs and the strategies those they adopt to counter the challenges. It also contains the perceived theoretical and conceptual framework. Chapter three contains the methodology that will be used to answer the research questions and subsequently the research objectives. Chapter four contains results, discussion and interpretation. Chapter five has the summary on the research findings and conclusion.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter captures an analysis or a review by the researcher of available information from secondary sources that relate to the subject of study that is a review of literature related to the topic of study. Literature is examined with a view of establishing what exists in relation to the area of study as well as to identify gaps that exist, hence justify the need to carry out the study so as to fill in the knowledge gaps. It also seeks to recognize, assess and present all relevant information from text books, government publications, reports from other researchers, journals and the internet. In addition it gives the researcher an opportunity to interact with other researchers on the study and a demonstration that the study contributes significantly to stock of knowledge. The researchers' intention on this study is to explore the extent to which community involvement, donor trends, management practices and government partnership affect project sustainability on women funded projects.

##### **2.1.1 Theoretical framework**

###### **The normative principle of justice**

The concept of sustainability is grounded on the argument that every human being has the right to live a decent life. This claim is known as the normative principle of justice. Justice is achieved if every person gets the possibility to live according to that right (Marius Christen, Stephan Schmidt, 2013). This is the motivation for any appeal towards sustainable development as well as the justification of any attempt for sustainability. The realization of justice is an integral part of and the ultimate goal of sustainability.

Acceptability of a project is significant for its sustainability. Normative principle identifies acceptability as key dimension of standards upon which the theory is anchored. Some standards are more acceptable to involved parties than others. For instance, in a strong culture, shared values and norms make rules redundant; any rule contradicting these norms would be ignored; the same happens when authority is not perceived as legitimate and is rejected by subordinates. Likewise when project interventions are perceived not to be in line with a strong culture already

in existence, then recipients would reject it. It is therefore important to actively involve and have full participation of beneficiaries of a project to realize its sustainability (Meirovich, 2015).

### **The descriptive principle of integration**

By just referring to the normative principle theory alone it is inadequate to address the sustainability problem. Sustainability also arises if the right to a decent life ought to be realized in a limited world where the social is intimately connected to the natural system. It is argued that the “environment does not exist as a sphere separate from human actions, ambitions, and needs”. The development and the environmental crises interplay within a common field (Marius Christen, Stephan Schmidt, 2013). This view takes the social and the natural to be two interrelated systems that cannot be conceptualized independently. This is what philosophers call the integrative principle of sustainability.

## **2.2 Women involvement in donor funded projects**

According to Young (2012), all women in Kenya continue to struggle to attain gender equality in many areas of social, cultural, economic and political life. In 2012, Kenya was ranked 46 out of 86 countries in the OECD Social Institutions and Gender Index, which assesses countries based on the existence of discriminatory social institutions, such as early marriage, discriminatory inheritance practices, violence against women, son preference, restricted access to public space and restricted access to land and credit. All these factors may greatly affect women participation in projects designed for them. The report further indicate that despite the high expectations and the constitutional provisions for women’s participation, there are substantial barriers to overcome before women in Kenya ; especially indigenous women can capitalize on these constitutional gains. These include lack of education, lack of awareness of the new campaigning procedures and legal requirements to qualify to be on the ballot, inability to access sufficient financing, and family and community resistance. For minority women who run for office in rural areas, these challenges can be particularly acute

other findings confirm that barriers to women participation in funded project activities are more of socio-cultural in nature including; the perceived inferior status of women in the society, the relegation of women to the domestic sphere rather than public positions such as those in the

project management carder. The existence of gender-blind policies in the management of the projects at the local level is another social factor leading to lower participation of women. The social barriers combine with economic aspects which include lack of strong economic associations for women that improve their management skills in financial affairs to hinder their effective participation in empowerment projects (Institute of anthropology UoN, 2014). It is agreed that a number of factors mediate the access hence participation of women in empowerment projects, the most prominent features include: age, literacy and numeracy, education, rural or urban location, ethnicity, language, health, and physical wellbeing. Such factors may limit the extent to which women may be involved in funded projects especially at management level, thus directly impact on the sustainability of such projects ( USAID, 2005).

IPSOS/USAID (2013) in its report confirms that educational attainment viewed through the lens of gender, for those whose level of education is that of at least a completed secondary education reveals that the proportion of males with this level of educational is about one-third higher than that of females (40% vs. 26%), a fact that cannot be assumed as an influence in women participatory role in donor funded projects.

Kenya coast women especially Muslim women who form a good fraction of the women population in the coast perceive of themselves as a marginalized lot in terms of participation in the public sphere. Often they struggle to be included in the decision making levels of the government. They are fighting for visibility and recognition especially in the political and governing processes. Kenyan Muslims women are adamant in negotiating for their political space. This struggle is even more intricate due to religion and their being a minority group. Consensus building has not fully succeeded in empowering women to be full partners in all decision making processes. In most Muslim Non-Governmental organizations, women are minimally involved in the organizational structures and are only useful in family matters. The public sphere is reserved for men. (Faki, 2012). This matter complicates women participation in donor funded projects, thus post funding sustainability of such projects may be a big challenge in a Muslim dominated area like Kenya coast as indicated by the data below;

**Table 2.1 – Religious Affiliation: by percentage total and per County percentages**

	Total	Mombasa	Kwale	Kilifi	Tana River	Lamu	Taita-Taveta
Catholic	15	19	7	14	12	11	22
Protestant Mainstream	26	27	8	31	19	13	51
Protestant Evangelical	15	13	9	27	8	8	16
Islam	41	41	75	19	61	68	10
None	2	1	1	7	0	0	0

Source; IPSOS public affairs, 2013

According to this data Islam is the single largest religious unit in Kenya coast, assuming that Christianity is fragmented and hold diverse religious ideologies that cannot be fairly treated as one unit.

Stergakis (2010) asserts that in order to ensure sustainability of a project, there undoubtedly must be stakeholder engagement, accountability and ownership. In particular there must be engagement with local community leaders and investment in harvesting and mentoring potential project “Champions” who may carry on the project, long after the funding and NGO support has been withdrawn. The same study adds that, contributing factor to the failure of project sustainability in the development context may be attributed to the lack of donor engagement with stakeholders on all levels of the project development and management cycle. Historically, foreign donors have been wary of engaging with local stakeholders (community leaders, the larger community or local NGOs), all of which now are acknowledged widely within the developing world as necessary for successfully sustaining development projects. Local stakeholders have long been viewed as a hurdle to implementing projects and historically have been minimally engaged.

Okun (2009) agrees that, Sustainability cannot be achieved without community involvement and support. Stakeholders should actively participate by having the opportunity to influence the direction and detail of design and implementation. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve



participation. Donor-led and top-down projects generally fail to bring sustainable benefits because they do not lead to stakeholder ownership and commitment. (Pollnac and Pomeroy 2005) A successful project is said to be the result not only of the accuracy of the technical solution, but also of the acceptance by all the parties involved of the need for the project and of the project's approach to implementation. Even though not a guarantee, the full participation of stakeholders in both the design and implementation of projects is a key to their success. (Stargakis, 2010)

Approaches used to achieve community participation are numerous and diverse in their objectives, operational strategies, and results. It further categorizes participatory strategies into four levels; Mobilization strategy in which the project is planned and designed without consulting the beneficiaries, who are then mobilized to endorse and support the project. (Hofisi, 2013) Community development strategy; Where by Surveys or meetings are used to gain a better understanding of community opinions about a problem which has been identified by outside parties as an obstacle to development, beneficiaries are then invited to contribute parts to the design of the project and to share some responsibilities, but the external agents decide how much. Organizing strategy involves local groups, without the help of an outside agent, organizing themselves in cooperatives, unions, and community-based NGOs in response to a felt need. Beneficiaries then share control with representatives of these organizations, and finally, in empowerment strategy, community-based groups, perhaps assisted by an outside facilitator, initiate an empowerment process that enables them to define their own goals, assess options, and assume responsibility for actions to achieve agreed on objectives. The study concludes that, the mobilization strategy, leaving external agencies essentially in control, gives them responsibility for sustainability. The community development and organizing strategies, by sharing some control through negotiation, gives beneficiaries a say in sustainability. The empowerment strategy, by turning over full responsibility for the process to the beneficiaries, grants complete autonomy at the community level. National policies that adopt the empowerment strategy and direct regional institutions to carry it out are key ingredients to sustainability (Odoyo, 2013)

There has been a strong debate that; "it is the world's poor, not the experts, that can best solve the poor's problems" this statement is true to the extent that poor inform of what is needed,

rather than accepting what is offered and participating in a process that is passed down to them without involving them. In support of the above statement, IFAD (2009) explains that, Sustainability will be increased where programs enable a gradual and participatory process of community-led project design. Even if in some cases this may limit the level of outputs realized in the early stages of a project, it will support sustainability by promoting a sense of community ownership and facilitating a process of capacity-building appropriate to the local context. Social mobilization and capacity-building efforts may also realize greater sustainability by emphasizing support for traditional institutions and the formation of larger associations of individual community groups. In order to improve sustainability, interventions within this sector should also support participatory planning and project monitoring that ensures accountability to the entire community.

Factors like skills, knowledge, education level, employment, cultural beliefs and practices, gender, social and political marginalization have been identified as major determinants to community participation in projects. (Plummer ,2002). This may even be worse when the project predominantly involve women.

Nikkhah and Redzuan (2009), adds that, it is impossible to achieve community development without participation and involvement of the community in particular projects because community participation is the means as well as the end of a project. While examining development projects in Asia, IFAD on the other hand agrees that community ownership is a critical factor contributing to the sustainability of project benefits. Thus, drawing on its own experience and that of other international development institutions, it places a high priority on engagement with potential participants, partners and other stakeholders prior to project design and attempts to support ongoing local initiatives whenever possible to ensure sustainability of such projects (IFAD 2009). The study concludes that, while many development programs include participatory measures in project design, programs that obtain sustainable results take the commitment seriously and put it into practice with sound concepts, focused dedication, careful monitoring, and appropriate adaptive measures when necessary. Furthermore, Successful programs use bottom-up planning to determine priorities and then accurately reflect community needs in project design. Designs with promising sustainability results include plans for

communities to manage both external and internal resources, which in turn promotes greater sense of ownership (Mary Stella N Wabwoba and Jacob W Wakhungu, 2013).

### **2.3 Donor trends and gender responsiveness**

“The Paris Declaration on Aid Effectiveness, agreed in March 2005, aims to reform the delivery and management processes of international aid. It seeks to determine how and to whom aid is delivered, and redefines relationships between donors and aid recipient countries. The primary aim of aid effectiveness is poverty reduction and the achievement of the Millennium Development Goals (MDGs).” the declaration emphasizes the need for country ownership and focuses on realigning power relations and leadership between aid recipients and donors.

Women organizations have argued that the five pillars of the Paris Declaration meant to shape the aid delivery framework including: Ownership; Alignment; Harmonization; Managing for Results; and Mutual Accountability is a gender blind approach, hence inadequate to address women’s concerns. It is argued that gender equality is mentioned in the document minimally. (Pathways for women empowerment, 2011)

Sustainability strategies are closely tied to the logic of the donor in every institution. Philanthropies that are set up with a limited time-span tend to scale up their impact differently. For example donors need to prioritize institutionalization over any other sustainability strategy. Institutionalization is whereby a national foundation incubates an innovative practice in an area that is neglected by the government in the hope that the complementary project will, as soon as possible, become incorporated in state institutions and inscribed in educational policy. In practice this means that the national foundation initiates, designs, and monitors a project that, upon successful completion of the pilot stage, is to be implemented on a large scale. Preferably, it will be funded by the government or, if this is not possible, by other donors. Naturally, tensions do emerge with other international organizations, especially larger ones that also attempt to exert influence on national policy-making. How donor logic impacts the cooperation of donor organizations with governments as well as with other international organizations is a topic that deserves much more scrutiny (Strainer, 2008)

Studies have identified sustainability issues related to donors as control, collaboration, standardization, coordination, flexibility, comprehensiveness, and commitment.

The control-oriented approach implies that the donor's own agenda is of primary importance. It points out how pervasive the influence of the control-oriented approach can be due to the fact that it is not fully participatory (Peter Gutwa Oino, Geoffrey Towett, K. K. Kirui and Cyrillah Luvega, 2015). This approach is discussed so frequently signifying that it is a factor to be reckoned with in any consideration of sustainability. Empowerment strategies for local institutions have been emphasized as the alternative better strategy to project sustainability for donors.

Other studies suggest that a coordinated, consistent, and complementary donor activity especially to national interests contributes to project sustainability (Hofisi, 2013). Therefore, Coordination among donors is necessary, and should always be seen as an instrument to facilitate development assistance for the good of the host country. If it is interpreted as collusion among donors for some ulterior end or as a subtle infringement of national sovereignty, it could adversely affect sustainability of projects. Donors therefore are most successful when they work together to support national plans. The study further recommended that "donor agencies should remain flexible and responsive to changing and emerging sectoral needs and priorities and should be sensitive to the priority of sector development needs and to the timing of support activities. Programs or activities should not be forced but rather should be supported when the need is felt. It is important that the donor be flexible enough in its policies to permit needs to be addressed and opportunities to be seized in mid-stream by designing uncertainty and flexibility into the project so that activities and objectives are changed as more information and on-site experience are gained.

"Donors should buy into sound sectoral development plans when designing projects, funding less visible elements that facilitate effective implementation and sustainability along with the more visible capital investment components ". Successful institutional development projects strive for comprehensiveness and wide participation. Project proceeds most effectively when its various elements are linked at all levels. Institutional development strengthens organizational structure,

administrative skills, operation, and maintenance capacity. For project sustainability therefore, multisectorial link is vital (Odoyo, 2013)

The commitment of all parties is important for the success and sustainability of any development project. The donor should have a genuine interest in addressing the issue it purports to address using the project, and because building capacity is a slow process, a commitment over a long period of time is of essence.

A study reviewing sector development came to the recommendation that "donors should be willing to commit themselves to long-term support or to extend support to permit continuity and establishment of project initiatives (Hofisi, 2013)." WASH (1994) on the same subject concludes that "one of the most damaging mistakes by donors is refusing to make long-term financial commitments to projects they initiate. Since the coastal community of Kenya is more of patriarchal society, most projects are male dominated making donor orientation to be more male wards. Even those projects that are meant to be for women have greater male influence especially in the managerial positions. Most donors are therefore less persuaded towards exclusive women projects in terms of funding.

#### **2.4 Gender and management practices of donor funded projects**

Projects as temporary external entities confer benefits whose continuity depends on the capacity of local and regional institutions to continue the flow of benefits that have been initiated and to apply skills that have been taught. Factors influencing sustainability relate to the way that projects are carried out during planning and design, style and effectiveness of the operational approach, and monitoring and evaluation techniques that influence management decision-making.

There are women leaders in virtually every minority community in Kenya working to change practices that undermine women's rights and empowerment. Many women who have succeeded have worked within cultural structures that provide an important component of their identity, while at the same time gradually expanding the space available for women to claim their voice and their rights. Working to promote women's rights often involves recognizing and working within patriarchal systems that dominate life in many minority communities in Kenya including

Kenya coast (Young, 2012). For donor funded projects ran by women exclusively, such gender leadership intersection may be a delicate thing to balance hence put project sustainability at risk.

Although Management is mentioned among other factors like; advisors, shared decision-making, integration into national institutions; timing, image of success, and contractor continuity all have been identified as critical components constituting project organization and process that play an important role towards sustainability of projects, management stands out as a major skill area that determines whether a project succeeds or fails (Kariuki, 2010). Since in donor-assisted projects, the team leader is often an expatriate consultant, and his/her performance can make or mar the outcome. The team leader must be responsive to the contractor, donor, and host government, each with its own interests and agenda. Under conflicting pressures, the team leader and his local counterpart must be able to steer a course that leads the project towards the accomplishment of its objectives and somehow wins the cooperation of all. This achievement requires more than technical competence which may be lacking in majority of women in developing countries including Kenya more so Kenya coast where women are more marginalized politically and economically. A sentiment that is also shared by (Kimando, 2012)

Minority and indigenous women leaders, especially those running for political office or working to change harmful practices that target women, report gender-based discrimination hindering their attempts to lead within their communities. Nevertheless, minority and indigenous women have found ways to effectively navigate gender and community identity and work within cultural structures that have traditionally left little space for women leaders (Young, 2012). As such, women leaders struggle to steer the projects at times with minimal support from the rest of the community making sustainability difficult.

Elmuti (2009) recognizes some potential management barriers caused by gender discrimination. Some of these barriers like lack of education, training, and experiences, can be controlled by women. However some barriers like those within the organization like discrimination, stereotyping, and negative preconceptions, must be addressed if women are to effectively manage institutions. With women's increasing knowledge of how to balance life and work, it is making it easier for them to climb to the top while still engaging in other domestic commitments.

Women therefore need to be involved at all levels of managements especially of projects exclusively meant for them if sustainability of such projects is to be enhanced.

Stargaskis (2010) emphasize that; Risk assessments and risk matrix devised in the project scoping and planning stages, and monitoring throughout the entire project process may devise the probability of crisis and impacts affecting project longevity, so that these factors may be mitigated and offset throughout the project to ensure sustainability of the project.

In related studies, "projects" are discussed as administrative and budgeting entities, which require management in the context of a number of participating institutions, focusing more on local institutions, development processes, technologies, and the contextual background that affects sustainability. All of these elements are a part of a country's permanent setting that remains within the country as continued influences on sustainability. Hence, their continued existence and permanency is what leads to sustainability. Most women especially in marginalized areas struggle to cut through societal barriers to access technology to better their management skills.

Kwak (2002) refers to Managerial or organizational factors that affect project sustainability as inadequate or ineffective management of the project by project sponsor or project management agency. The study identifies the events in managerial factors that may affect project sustainability to include: Inadequate communication, unclear objectives, too optimistic goals in relation to project cost and schedule, lack of project sponsorship, unclear lines of responsibility, authority, and accountability, slow and cumbersome decision-making process, lack of training of the local staff for sustainability, and lack of end-user participation

## **2.5 The government priority in sustainability of women funded projects**

The government within which a project runs formulates policies which may in the short or long term affect sustainability of donor funded projects. Most donors rely on the government in place to adapt and sustain their projects past the funding period. In a report, Kenyan government, civil society and communities themselves are called upon to change policies and cultural practices that undermine minority and indigenous women's participation in the decision-making processes that directly affect them (Young, 2012) Achieving this overall goal will require the government to take certain immediate measures to redress the marginalization that has affected women and

girls who live in them, such as ensuring security in marginalized areas and setting up scholarship support to keep girls in school and elevate women into leadership position. Long term legislation and government programs must ensure minority and indigenous women's participation and must specifically address discriminations facing them.

National agencies concerned with the projects are always the Ministry or ministries within which the interventions of the project lie. The role of national agencies is to provide leadership, policy, and direction to the sector. Strong leadership is needed to emphasize the essential role that the project plays in the welfare of the country and to promote support for the sector in the executive and legislative branches of government. A clear policy is needed which addresses key issues confronting the sector. Issues including service levels, billing rates, management responsibility, technologies, private-sector roles, and engagement procedures must be spelled out to provide guidance and uniformity. Effective management of the various activities and processes carried out by national agencies is obviously important (Kariuki, 2010). For example, providing regulatory direction and logistical assistance for imports and exports is vital to sustainability of projects which may require such services. In addition the ministry should ensure an adequate staff and operating budget required to sustain the project beyond donor funding. Coordination is essential when ministries have overlapping responsibilities, which is a common occurrence in most projects. In such cases, Coordination can be achieved by giving one ministry overriding authority, or by establishing an inter-ministerial council to resolve differences over policy and management.

Ochele (2012) argues that, better governance is a prerequisite for, and probably also a product of, steps leading to sustainability. Good governance is said to consist of openness and participation, accountability, effective coherence, efficiency and greater sensitivity to the immediate context that is promised by subsidiarity (Kemp, Parto and Gibson 2005). For sustainability, the government also needs to adopt means of internalizing external costs and ensuring integration of policy considerations and also evaluate options and deal with trade-offs. Good governance should be sufficiently within the reach of ordinary citizens, with minimal bureaucracy and hierarchy. The findings further indicate that, governance for sustainability comprise certain key features and components which mainly include policy integration, shared sustainability

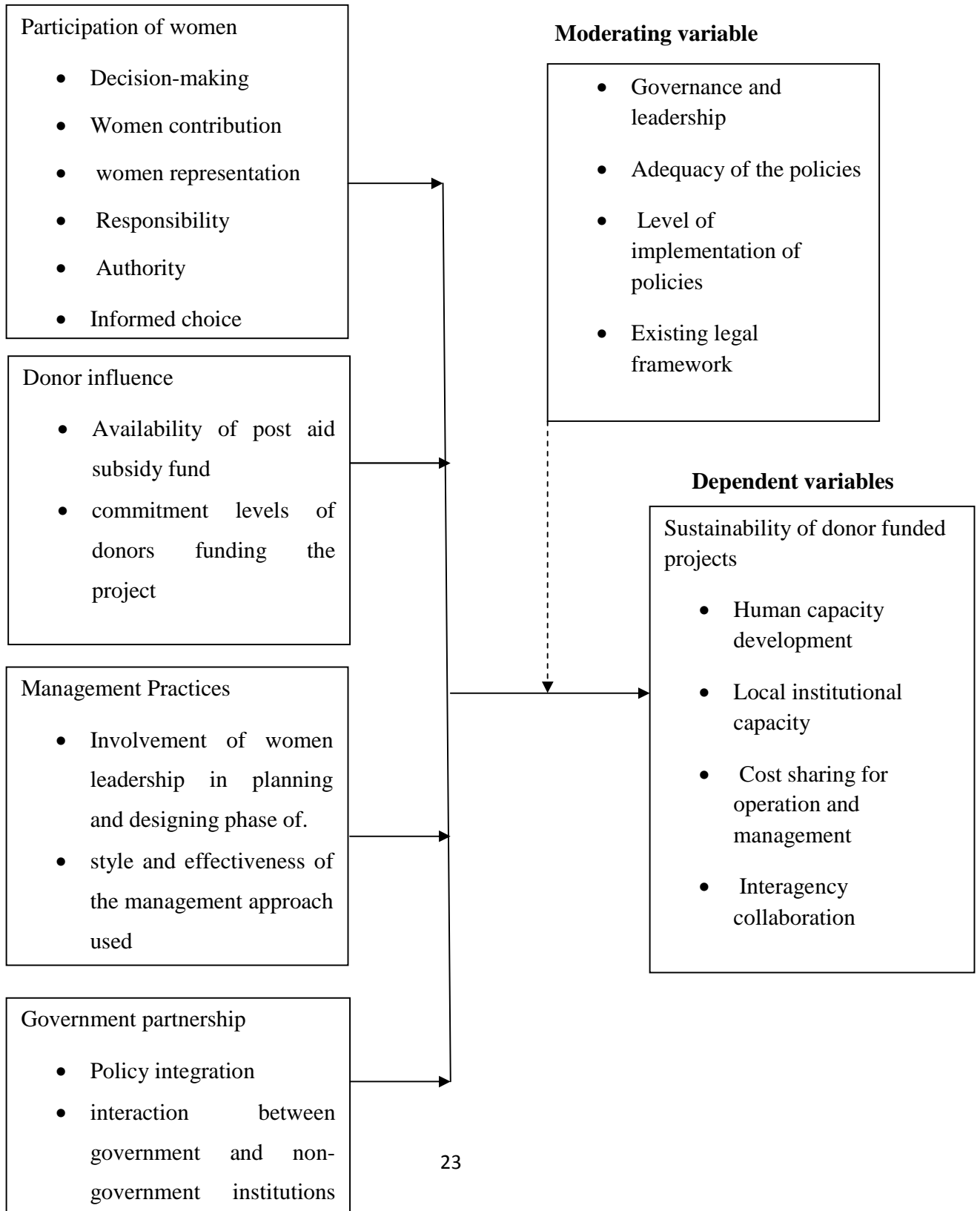


objectives, criteria, trade-off rules and indicators, information and incentives for practical implementation, programs for system innovation.

IFAD (2009) emphasize the fact that long-term impact of interventions can only be realized when project designs explicitly address institutional capacity needs and actively cultivate effective policy and strategy linkages between governmental and nongovernmental institutions. Thus, developing the quality of the institution is the key to improving chances of its sustainability. The study adds that government commitment and ownership are among the most important factors in determining sustainability. For that matter, donors should maintain a strategy of working closely with national, regional and local government agencies and make efforts to ensure that activities are consistent with and supportive of government policies. Whenever possible, donors should also seek opportunities to use local technical capacity to assist in implementation of their projects. Ideally, by serving as technical and financial resources to community groups during implementation and after project termination, governmental actors can help maintain project benefits past donor funding period.

## 2.7 Conceptual Framework

### Independent variables



## **2.8 Summary of literature reviewed and knowledge gap**

According to other studies in the literature reviewed, donor funded projects sustainability is challenged by among other major factors; community participation, donor trends, management practices, and government partnership. These factors seem to cut across most donor projects globally and regionally, especially in developing countries. Most studies have focused on all donor projects regardless of gender. Besides, most studies did not explore particularly sustainability of donor projects with gender bias especially in Kenya coast where women seem to be more marginalized than any other group of people as compared to most other parts of Kenya. This study specifically emphasis on factors that influence the sustainability of donor funded projects with specific focus on women under sauti ya wanawake pwani which is a local NGO.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology to be used in conducting the study. It looks into: The research design; target population, sampling design and procedures; research instruments for data collection; the research process; validity and reliability of the research instruments as well as data processing and analysis techniques, finally, a detailed operational definition of variables.

#### **3.2 Research Design**

This project adopted a descriptive study aimed at investigating factors which influence the sustainability of donor funded women projects. The descriptive survey design is most suitable when the study seeks to describe characteristics of certain groups, estimate proportion of people who have certain characteristics and make necessary predictions (Mukoya 2013). This study being descriptive it thus employed quantitative as well as qualitative research approaches as recommended by Best and Kahn, (2006).

The study focused on assessing two phased out women empowerment projects implemented at the Kenya coast by Sauti Ya Wanawake Pwani Organisation. The two projects reviewed in this research were supported by USAID. The two phased out projects were selected as the unit of analysis because they provided the whole picture of what was accomplished in terms of the benefits and impacts made to the local community. The choice of these projects also reflects interagency implementation since one of the projects (SAFE) was implemented by different agencies collaboratively under civil society network. This was done deliberately with the aim of comparing how the nature of the implementing agency affected sustainability of the projects.

Qualitative analysis of existing data was the main mode of conducting this research. Project documents used were the final evaluation reports or project completion reports. The study also used information based on theoretical works and other primary sources like the country strategic papers, policy documents, donor agencies' country reports on development in Kenya. References were also made to secondary sources, such as journal articles on development projects in Kenya and books on theories of sustainable development. These assisted in understanding the prevailing local situation in Kenya and how issues on sustainable development have been handled from the

past to the present. Comparisons were made between the project expectations at project inception and the benefits and impacts of the projects at the close of the project. Challenges faced during the project implementation and the current environments of these projects were all taken into consideration. These included institutional, economic, social, political, e.t.c. using all these tools, the research was able to determine whether the project initiatives are being sustainable.

Thus sustainability was captured by analyzing projects reports and the beneficiaries to determine how much the women empowered are to sustain projects benefits on their own. Where the development initiatives are not sustainable, the study sought to establish the main causative factors. Suggestions were therefore made as to what strategy could be employed in order to ensure sustainable project benefits in the communities. The two projects were analyzed to find out whether they were sustainable or not.

To ensure uniformity and consistency in the way these projects are evaluated, the following areas were considered for analysis; the relevance of the projects which involves analyzing the projects' identification process and objectives. What problems were identified leading to the establishment of those projects? What were the objectives of the projects and what approaches were being used during implementation? Project activities and their benefits to the community were analyzed including issues of beneficiary empowerment and local institution empowerment.

The impacts of the projects and their contribution towards women empowerment were also analyzed. Sustainability of the projects in all the steps taken by the projects during implementation. All the reports used in this study were final evaluation reports compiled either by the projects themselves, in some cases the donor or external evaluators. In all the evaluations the women's views were captured and visits made to the project sites by the researcher.

### 3.3 Target Population

Sauti Ya Wanawake Pwani (SYWP) has about 6500 beneficiaries of the concluded projects under study. This research study targets the beneficiaries of two concluded projects under sauti ya wanawake in the mentioned counties and service providers like related ministry officials at the county level and SYW personnel. The target population for this study is slightly above 6500 respondents from the mentioned counties as indicated below.

**Table 3.1; Target population**

Project	Total	Mombasa County	Kwale County	Kilifi County	Tana River county	Lamu county	Taita-Taveta county
PIK	3000	600	1000	900	nil	500	nil
SAFE	6500	1500	1000	1000	1000	1000	1000

Source; S.Y.W.P

### 3.4 Sample Size and sampling procedure

This study adopted the multistage sampling technique. The counties were sampled purposively, considering demographic compositions. Out of the six counties, Mombasa and Taita Taveta exhibit highest levels of heterogeneous populations according to IPSOS (2013), the two counties under study were therefore used in this study as sample population. Stratification of the target population was done within each county in terms of sauti chapters which are small working groups within a county setup. The sauti chapters were stratified geographically in terms of urban and rural populations. The respondents within each chapter were then sampled randomly.

Stratified sampling technique according to Saunders, et. al. (2007) is like a modification of random sampling where by the population is divided into two or more relevant and significant strata based on one or more characteristics. This sampling method was preferred because it has been recommended for areas which are demographically heterogeneous and in situations where face to face contact is important and the population can be stratified based on certain internal characteristics. Each of the stratum to which the population is divided obtains an equal chance of

being sampled. Stratified random sampling is accurate, easily accessible, and divisible into relevant strata and it enhances better comparison as indicated by Kothari (2004); hence representation across strata is ensured. The advantage of stratified sampling is said to be its ability to ensure inclusion of subgroups, which would otherwise be omitted entirely by other sampling methods because of their small number in the population. The total number of respondents will be obtained by randomization of sauti chapter population within the target chapters as indicated below;

**Table 3.3: Sampling frame**

County	Sauti chapters	Chapter members
Mombasa	15	1500
Taita Taveta	10	1000
Total	25	2500

Source; S.Y.W.P

Probability sampling was done for the respondents as follows;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 N - 1 + z^2 \cdot p \cdot q}$$

Whereas;

n- Size of the sample

z- Value of standard variate at a given confidence level

p- Sample population

q- (1-p)

e- Acceptable error

The researcher desires 95% confidence level giving z value as  $\pm 1.51$ , while the acceptable error is 0.054. Hence;

$$\frac{1.51 \times 0.54 \times 0.5 \times 2500}{0.052 \times 2500 + 1.51 \times 0.54 \times 0.5} = 306.19$$

n is approximately 306 which represents 12.24% of the target population a figure slightly above the 10% recommended by Kothari for social research ( Kothari, 2004)

**Table 3.4 Sample size**

County	Number of chapters	of population	Sample size (%)	Total number of respondents
Mombasa	15	1500	12.24	224
Taita Taveta	10	1000	12.24	122
Total	25	2500		306

Source; S.Y.W.P

### **3.5 Data collection**

The study used questionnaires, observation and document analysis as the main tools for collecting data. The Questionnaires were crucial instruments of data collection to capture descriptive data. This study adopted both the open ended and closed type of questionnaires; the questionnaires were administered by research assistants under supervision of the researcher. The questionnaire covered responses of women beneficiaries from the two projects under study. Hence enhanced the chances of getting honest responses since respondents were anonymous.

Direct observation method was used in this study to capture information regarding the location and nature of the projects. The observation was guided in a way as to ensure gathering of relevant information only. The observation provided primary data which would be supplemented by secondary data obtained from published books and articles, as well as unpublished annual reports and records from the relevant departments under study.



### **3.6 Data collection procedure**

The main tool for data collection in this study was structured questionnaire. The questions were mainly open ended. However, closed ended questions were also included but to a limited extent. The closed ended questions were used to collect quantitative data, while open ended questionnaire covered qualitative data. The questionnaire was administered by coached research assistants who collected and verified data before handing in to the researcher for further verification and analysis. A questionnaire is a less costly and time saving according to (Mukoya, 2013) thus most suitable in a case where finance is a constraint like this case. Authorization was sought from The University of Nairobi and S.Y.W Organisation. This was then followed by data collection done by administering questionnaire to sampled female respondents within the study area over a period of three months. Observation was also made within the same period of data collection for more relevant information.

### **3.7 Validity and reliability of research instruments**

**Reliability** and **validity** are two concepts that are very important for defining and measuring bias and distortion in a research. The research instruments used in a research therefore need to be valid and reliable if the results of a research are to be generalized as a proper representation of a larger population.

#### **3.5.1 Validity of the research instruments**

Validity of the instruments refers to the extent to which the instruments will capture what they purport to measure (Dooley, 2003). It's argued that Validity of the instruments is critical in all forms of researches and acceptable level is largely dependent on logical reasoning, experience and professionalism of the researcher (Cooper, 2008).

The researcher engaged the supervisor in structured discussions regarding the contents of the questionnaires as well as appropriateness of direct observation before going to the field. These ensured that vague and unclear items are either eliminated or corrected

#### **3.5.2 Reliability of the Instruments**

Reliability of a research instruments refers to the extent to which the instruments yields the same results on repeated trials. There are three main types of reliability; first is test-retest or stability

which can be done by giving the same test twice; next is alternate form which is done by creating the same test twice; and lastly is internal consistency which can be done by comparing half of the test with another. Carmines and Zeller (1979) state that the tendency toward consistency found in repeated measurements is referred to as reliability. The researcher was personally involved in data collection to ensure accuracy and reliability. The timing of Pilot-test on the tools and the main data collection was done closely in order to improve the reliability of the instruments.

### **3.7 Data Processing and Analysis**

This study sought to determine the extent to which the independent variable influence the dependent variables, thus data analysis was more of descriptive.

The data entry process began as soon as results come in from the field in form of questionnaires. Qualitative data was analyzed manually by summarizing the information gathered followed by categorization and coding into emerging themes.

Quantitative data was then analyzed using MINITAB 14 and MS Excel to increase the accuracy of the results. Quantitative data was also analyzed in the same way.

### **3.8 Ethical Considerations**

Consent was sought and obtained in written form from the management of the projects under study. Women beneficiaries and project mangers concerned were briefed before data collection started.

Confidentiality was assured to the respondents by ensuring that unauthorized persons had no access to the data collected. The respondents had the freedom to ignore items that they wished not to respond to.

### **3.9 Operational definitions of variables**

Variable refers to anything that might impact the outcome of a study. Definition describes the variables and how they will be measured as shown in the table below

**Table 3.5: Operational definition of variables**

Objective/research questions	Type of variable	Indicators	Measure	Level of scale
1) What is the influence of women participation on sustainability of women funded projects?	<b><u>Independent</u></b> Involvement of women in the projects	Project developed through community participation Lack of community involvement during implementation and phase out	Number of community meetings Community involvement during project initiation, implementation and phasing off periods	Nominal  Ordinal
2) To what extent do the management practices influence sustainability of women funded projects?	Strategic management of projects	Lack of community good will Projects having inadequate exit strategies	Community perception on funded projects Community initiatives towards exit strategy	Ordinal  Ordinal
3) Do donor trends impact on sustainability of women funded projects?	Donor goodwill	Availability of post aid subsidy Project reliance on donor funding	Amount of funding used Sources of project funding after donor withdrawal.	Ratio  Nominal

4) To what extent does government partnership impact on sustainability of women donor funded projects?	Government partnership	Availability of complimenting efforts from the government Lack of local sustainable mechanisms	Government involvement in the projects Initiatives from the local community	Ordinal  Ordinal
	<b><u>Dependent variable</u></b> Sustainability of women donor funded projects	The number of beneficiaries still attached to the project The extent to which projects' interventions are impacting on beneficiaries Post aid sources of fund for the projects		
	<b><u>Moderating variable</u></b> Governance and leadership	Existing legal framework on women donor funded projects.		

Source: own

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The presentation in this chapter contains the analysis of data collected from the respondents, the interpretation of the findings and summary of the discussion. Descriptive statistics is used to facilitate meaningful analysis. In this study, respondents were drawn from two phased out projects, with 306 respondents randomly selected from the SAFE and PIK project beneficiaries in Mombasa and Taita counties. Mainly excel and MINITAB will be used as the tools for data analysis. Mean and mode is used as statistical test for central tendencies while chi- square is used to test correlation.

#### 4.2 Response rate

The response rate was fairly good at an average of 66.5% for the two projects studied. The table below shows the number of questionnaire given against those returned and finally percentage return rate.

**Table: 4.1: Questionnaire return rate**

	PIK	SAFE	Total
<b>Questionnaires issued</b>	153	153	306
<b>Returned</b>	98	106	204
<b>Non returned</b>	0	4	4
<b>Valid</b>	98	102	200
<b>Percentage used (%)</b>	64%	67%	

Source: own

Out of 306 questionnaires given, 204 were returned out of which four were not correctly filled thus deemed to be rejected. Hence the numbers of valid questionnaires were 200 representing about 66.5%. Kothari (2004) suggests that any data representing more than 50% of sample population is valid for statistical analysis

### 4.3 Demographic characteristics of the respondents

For the purpose of this study, demographic aspects of the respondents include; age, religion and education level. The demographic factors will provide more insight into understanding the characteristics of the respondents.

#### 4.3.1 Age of the Respondents

The study inquires into the age of the respondents in order to understand composition of beneficiaries by age.

**Table 4.2**

**Ages of the Respondents**

Respondents	Frequency	Percentage
Age (years)	n=200	(%)
Below 20	16	8
21-29	44	22
30 -39	48	24
40-49	72	36
50 and over	20	10
Total	200	100

Data in the table above indicate that majority of the respondents were between ages 40- 49 (36%). Most of the responses were collected from the meetings where the respondents were invited for a follow up conference. The study obtained responses from very experienced and knowledgeable people in the operations of project. Both administrators and beneficiaries had their input factored in. the meeting provided a good forum and proper representation of all categories of respondents.

From the data obtained most of the respondents were middle aged 40-49 years of age, representing 36% of the entire sampled population. This is however not a big surprise since this age group is considered the age where most women struggle to attain social and economic independence. Most probably at this age women have reduced family restrictions thus can find more time to engage in empowerment programs.

### 4.3.2 Religion

**Table 4.3 Religion of the Respondents**

Respondents	Frequency	Percentage
Age (years)	n=200	(%)
Islam	112	56%
Christianity	80	40%
Others	8	4%
Total	200	100

A 56% majority of the respondents belong to the Islam faith. While 40% were Christians and a minority 8% were neither.

**Table 4.4: The highest level of education of the respondents**

	Frequency n = 200	Percentage ( % )
<b>Primary</b>	48	24
<b>Secondary</b>	76	38
<b>Tertiary</b>	40	20
<b>Under graduate</b>	24	12
<b>Post graduate</b>	12	6
<b>Others</b>	0	0
<b>Total</b>	200	100

The findings in table above indicate that majority of the respondents have a secondary certificate as the highest level of education 38.00 %, primary certificate holders at 24 %, tertiary at 20% , graduates at 12% and post graduate degree holders at 6% . The fact that the women population with secondary education and below being majority (62%) could be an indicator of reduced participation in the project since most of them don't feel adequately empowered in terms of education to benefit sufficiently from the project interventions, which was both political and social empowerment. This could have negative impact on sustainability of such projects.

#### **4.4 Participation of women**

The following aspects were used to assess women participation in the projects in order to ascertain the extent of women participation

##### **4.4.1: The length of stay in the project**

This question intended to find out how long the respondents have been engaged in the project, in order to understand the level of beneficiaries' turnover.

**Table 4.5: The numbers of year beneficiaries have been in the project.**

	<b>Frequency n = 200</b>	<b>Percentage ( % )</b>
<b>1 -3 years</b>	122	66
<b>4-5 years</b>	48	24
<b>Above 6 years</b>	20	10
<b>Total</b>	200	100

from the data despite the fact that the surveyed projects have been in existence for more than three years, majority of the sampled population are relatively new in the project ( 1 -3years) strongly indicating a high turnover in the project involvement. This may pose a serious sustainability problem due to lack of continuity in intended interventions

##### **4.4.2: Involvement of the respondents in the planning stage**

The intention was to understand the involvement of the respondents in the planning of the project. The question was to know if respondents were consulted before project implementation or the idea was formed outside and imposed on them. Other concepts of involvement like meeting with the project implementers before the onset of project were also included.



**Table: 4.6 involvements of women in planning stage**

	<b>Frequency n = 200</b>	<b>Percentage ( % )</b>
<b>No</b>	108	54
<b>Yes</b>	92	46
<b>Total</b>	200	100

Majority of respondents had not been involved in the planning phase of the project at 54% most probably this is the population that joined the project mid way. However a good proportion of the population sampled (46%) agreed that they had been involved in the planning of the project.

#### **The initiators of the project**

The study further inquired about those who were involved in the initiation of the projects besides the women beneficiaries. This was done in order to find out the main forces behind the projects and if they represented the interests of the women.

**Table 4.7: Initiators of the project**

	<b>Frequency n = 200</b>	<b>Percentage ( % )</b>
<b>Community leaders</b>	14	28
<b>Implementing partners</b>	32	16
<b>Donors</b>	76	38
<b>Government</b>	0	0
<b>Not sure</b>	36	18
<b>Total</b>	200	100

Source: own

When questioned further, those who had not been involved, they thought that the project must have been the idea of the project donors (38%). while others agreed that all implementing partners were involved (16%) in the initiation of the project. A good proportion also saw the community leaders like village elders and political leaders as the brains behind the project

implementation. This could be a strong indicator that most beneficiaries lack the sense of ownership of the project thus may not maximize from its interventions, a factor that may hinder project sustainability

A significant 18% was not even sure of how the project started and who started it, as indicated in the table above. This could directly be linked to lack of ownership hence inadequate participation of the women beneficiaries.

#### **4.4.1 Those that have benefited from the project interventions as per their expectations**

The study also sought to know the perception of respondents towards the project interventions meeting their expectations or not.

**Table 4.8: project interventions against expectations**

	<b>Frequency n = 200</b>	<b>Percentage ( % )</b>
<b>Yes</b>	168	84
<b>No</b>	32	16
<b>Total</b>	200	100

A convincing 84% indicated that indeed they had benefited from the project interventions in different ways. A minority 16% were yet to realize any benefit from the project.

#### **4.4.2 Rating of the relevance of the training obtained from the project in relation to the project goals**

This question sought to know the perception of respondents towards the relevance of the project interventions to their needs. It inquired if the interventions had met their expectations since this would be a necessary recipe to determine if beneficiaries would continue the project after donor withdrawal or not.

**Table 4.9: Rating of training relevance**

	<b>Frequency n = 200</b>	<b>Percentage ( % )</b>
<b>Very high</b>	20	10
<b>High</b>	124	62
<b>Moderate</b>	40	20
<b>Low</b>	12	6

Source: own

Of those who had benefitted, the study further inquired into the ratings of training relevance to the project interventions. A very significant 62% agreed that they had obtained high relevant training. A 10% even rated the training relevance very high, while 20% rated it moderate and thus had sufficiently benefited from the projects interventions. However a minority 6% felt they had not received relevant training from the project.

#### **4.3.5 The number of respondents aware of the phase out**

Most respondents were aware of the project phase out at 62%. Whereas this may not exactly indicate full involvement of beneficiaries into the project, it shows that there is information flow within the project cycle, whereby new members are updated on past events. This factor is so vital for sustainability through continuity.

**Table 4.10: Involvement of beneficiaries during project phase out**

	<b>Frequency n = 200</b>	<b>Percentage ( % )</b>
<b>Aware</b>	124	62
<b>Not aware</b>	76	38
<b>Total</b>	200	100

However, a significant proportion of 38% had no idea about project phase out, suggesting inadequate knowledge of the projects' operations or just insufficient interest in the project and its interventions.

### 4.3.6 Financiers of the projects post donor funding

An inquiry was made into the project financing after the donor withdrawal from full sponsorship. This was meant to give an insight into possible continuity or collapse of the projects owing to the fact that finance is a key pillar in the success of any project, thus may directly influence the sustainability of projects' interventions.

**Table 4.11: Project financiers after donor withdrawal**

	<b>Frequency n = 200</b>	<b>Percentage composition ( % )</b>
<b>NGOs</b>	168	84
<b>Government</b>	0	0
<b>community</b>	20	10
<b>Philanthropist</b>	0	0
<b>Other</b>	12	6
<b>Total</b>	200	100

The shocking results show that, even after official donor withdrawal the projects surveyed still heavily rely on external funding for their activities at 90%. The single major source of fund is still NGOs at 84% and other sources a part from the community at 6%. The women involved fund the project very minimally at 10%.

This revelation cast a spell of doom on the project sustainability, especially considering the fact that donors are time bound but project interventions are suppose to be sustained until its goals are fully achieved. And this may take much longer time past the donor funding period. Therefore local mechanisms and strategies should be put in place to support the project financially. One of such mechanisms can be institutionalization of the projects into the existing government structures or informal structures. But from the results the involvement of government in the surveyed projects is nil, neither are there local philanthropists to support the projects financially.

**Table 4.12: Test analysis for community participation in donor funded projects**

<b>No.</b>	<b>Indicators</b>	<b>Proportion agreeing (%)</b>	<b>Rank in severity</b>
<b>2.3</b>	Were you involved in the planning of this project?	46	3 <sup>rd</sup>
<b>2.4</b>	Are you directly involved in the monitoring activities of the project?	28	2 <sup>nd</sup>
<b>2.5</b>	Do you know that the project donors officially completed the project?	62	4 <sup>th</sup>
<b>2.6</b>	In cases of need, does community always meet the financial cost incurred in the project?	10	1 <sup>st</sup>
	<b>Mean community involvement</b>	<b>36.5</b>	

Source: own

Community involvement was assessed as a factor that influence sustainability of donor funded projects through varied indicators. However the key indicators representing the main stages of project cycle are shown in the table above. The foremost ranked indicator was community involvement in financial matters of the projects which scored lowest with only 10% agreeing that community was to some extent involved. Other indicators like involvement of beneficiaries during planning and monitoring equally scored low. However simple majority of respondents were aware of project phase out at 62%. The mean involvement at every stage is generally low at 36.5%.

The variable testing is therefore indicative of the fact that women involvement is a significant determinant. Hence we reject the null hypothesis and conclude that sustainability of donor funded women projects is highly dependent on participation of the members in project cycle at all stages.

#### 4.4 Government partnership and priority

The study sought to assess if the government strategies in project implementation had a significant influence in the sustainability of donor funded projects. The findings on the key indicators are as follows for the interviewed respondents.

Due to technical issues again, only those respondents who understood the items were encouraged to respond. Otherwise those who felt uncomfortable with certain items of the variable were allowed to ignore them. Out of returned 204 questionnaires, 165 responded to the items. The rest were categorized as not applicable.

The key indicators surveyed were; Government involved in implementation, Complimenting efforts from government; Availability of sustainable policies; Government involvement after phase out

**Table 4.13: Response and analysis on government partnership**

Indicators		Frequency	Percentage	Average	Standard deviation
	Government strategies	n = 200			
4.6.1	Government involved in implementation	72	36	34.5%	10.84
4.6.2	Complimenting efforts from government	80	40		
4.6.3	Availability of sustainable policies	96	46		
4.6.4	Government involvement after phase out	28	14		
4.6.5	Government complimenting activities post funding	70	35		
4.6.6	Government non interference	72	36		

Source: own

The table above indicates that, from the study, government involvement in donor funded projects is generally minimal. The level of government involvement after donor phase out is the least of all with only 14% of the respondents agreeing that there were some involvement of government in the project after donor phase out. This could be a strong indicator that governments rarely institutionalize donor projects after phase out. A fact that greatly contributes to non sustainability according to reviewed literature.

Other aspects of government partnerships like non interference, complimenting activities after funding withdrawal, sustainable policies and involvement during implementation equally scored very low in rating according to the study (below 40%). This could point to the fact that government is somehow detached to nongovernmental activities or non governmental bodies mostly work in isolation from the government. According to other studies like that by IFAD (2009), long-term impact of interventions can only be realized when project designs explicitly address institutional capacity needs and actively cultivate effective policy and strategy linkages between governmental and nongovernmental institutions. Therefore, for sustainability of PIK and SAFE projects highly depend on the government involvement at every level since donors are time limited, so the locals and the government should play a key role in ensuring that the projects' interventions are sustained even after donor exit.

Hypothetically, on government partnership, the study tested the following hypothesis

$H_0\mu$ : Government partnership does not influence sustainability of donor funded women projects

$H_1 \mu$ : Government partnership influence sustainability of donor funded women projects

**Table 4.14: Testing of research hypothesis**

<b>Government partnership</b>	
<b>Chi- square</b>	14.038
<b>Df</b>	5
<b>p- value</b>	0.015

Source:

Since the chi- square p- value for government partnership (0.015) is less than the significance level which was set at 0.5, the researcher therefore rejected the null hypothesis that government partnership does not influence project sustainability and a conclusion made that there is a significant influence of government partnership on sustainability of donor funded projects. The low p- value (0.015) is indicative of high significance of the variable.

#### 4.5 Donor trends and gender responsiveness

The study sought to assess if donor patterns in project implementation had a significant influence in the sustainability of donor funded projects. In this case, only those with clear understanding of donor practices were interviewed through questionnaires. Those with insufficient knowhow on the item in question were encouraged to ignore the items. The findings on the key indicators for 180 respondents were as follows

**Table 4.15: Response and analysis on donor trends**

Item		Frequency	Percentage	Average	Standard deviation	Rank in severity
Donor trends		n = 180				
<b>4.6.1</b>	Availability of post funding donor subsidy	124	62%	66.7%	5.24	4 <sup>th</sup>
<b>4.6.2</b>	Availability of donor good will	148	74%			1 <sup>st</sup>
<b>4.6.3</b>	Donor policies influence	128	64%			3 <sup>rd</sup>
<b>4.6.4</b>	Relationship between donor and women beneficiaries	140	70%			2 <sup>nd</sup>

Source: own

The analysis of the study findings indicated above show a series of indicators which have an impact either directly or indirectly with sustainability of women donor funded projects.



In line with other findings that developing countries are highly dependent on donor aids for most development and empowerment initiatives, this study reveal that most respondents are of the opinion that donor activities have so much to do with sustainability of funded projects. All indicators used reveal a large proportion of sampled population overwhelmingly agreeing that for projects to be sustainable, donor subsidy, goodwill, policies and relationship with partners must occupy a central position even after donor withdrawal. Donor goodwill (74%) and relationship with project partners (70%) however, feature most prominently among other items as strong indicators of project sustainability, by ranking 1<sup>st</sup> and 2<sup>nd</sup> respectively in order of severity.

**Table 4.16: Testing of research hypothesis for donor trends**

<b>Donor trends and gender responsiveness</b>	
<b>Chi- square</b>	3.277
<b>Df</b>	3
<b>p- value</b>	0.351

Source: own

The chi- square p- value for donor trends (0.351) is less than the significance level which was set at 0.5, the null hypothesis is therefore rejected at 95% confidence interval that donor trend does not influence project sustainability and a conclusion was therefore made that donor trends significantly influence sustainability of donor funded projects.

#### **4.6 Management practices**

The study sought to assess if the management practices applied in the project implementation had a significant influence in the sustainability of donor funded projects. From those interviewed through questionnaire, the findings on the key indicators are as follows; Analysis of the study findings on the management strategies and their influence on project sustainability is as indicated below.

**Table 4.17: Responses on management practices and strategies**

Indicators					
	Management practices	Frequency	Percentage	Average	Standard deviation
		n = 200			
4.6.1	Decision making at project level	134	67%	57.8%	10.3
4.6.2	Availability of monitoring strategy	130	65%		
4.6.3	Availability of formative evaluation	118	59%		
4.6.4	Availability of summative evaluation	114	57%		
4.6.5	Sustainable phase out strategy	75	38%		
4.6.6	Adaptability of strategies interference	112	56%		
4.6.7	Cost effectiveness of strategies	124	62%		

Source: own

The above analysis indicates that management practices of projects have a significant impact on sustainability of women donor funded projects under study. Decision making at project level, availability of monitoring strategy and cost effectiveness of strategies seemed to have the highest influence according to the results; with 67%, 65% and 62% of the respondents agreeing that the indicators had an influence either positively or negatively on project sustainability respectively. Though the mean was below 60% (57.7%), the results still strongly indicated a significant impact in overall sense. Further analyses on the data revealed a tendency of data cluster around the mean, with standard deviation being 10.3 which is indicative of reliability.

**Table 4.18: Correlations: management strategies, sustainability of donor funded projects**

<b>Pearson correlation of management strategies and sustainability of donor funded projects</b>	<b>-0.329</b>
<b>p- value</b>	<b>0.471</b>

A correlation analysis was conducted using the Pearson correlation coefficient so as to establish the relationship between the variables in question. The results revealed a negative correlation of 0.329 between the two variables. Considering a p- value of 0.471, the researcher concluded that the null hypothesis should be rejected at 95% confidence interval and a conclusion made that management strategy to a limited extent influence sustainability of donor funded projects.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter presents summary of the study findings, conclusion and recommendations based on the findings of four objectives. In this section, the researcher states the findings and general implications they have on towards sustainability of donor funded women projects, studying two case projects in Mombasa and Taita Taveta counties in Kenya. Recommendations are then provided and suggestions for future research.

#### **5.2 Summaries of findings**

The study was designed to examine factors influencing sustainability of donor funded women projects in Kenya coast. Five factors were stated as key factors influencing sustainability.

The Community involvement during project initiation, implementation and phasing off periods were used as key indicators of women involvement in the projects. Based on the response, a good proportion of respondents had not been involved in the planning phase of the project at 54%. However a significant proportion of the population sampled (46%) agreed that they had been involved in the planning of the project. those who had not been involved further thought that the project must have been the idea of the project donors (38%). while others agreed that all implementing partners were involved (16%) in the initiation of the project.

On government partnership, an analysis on the key indicators revealed that the level of government involvement after donor phase out is the least of all with only 14% of the respondents agreeing that there were some involvement of government in the project after donor phase out. This could be a strong indicator that governments rarely engage actively with donor partners after project phase out. A fact that could be a significant recipe to non sustainability according to reviewed literature. Other indicators equally contribute strongly to non sustainability according to the population sampled.

On the influence of donor trends and activities on project sustainability, using the key indicators as; Availability of post funding donor subsidy; Availability of donor good will; Donor policies influence.

Indicators used reveal a large proportion of sampled population overwhelmingly agreeing that for projects to be sustainable, donor subsidy, goodwill, policies and relationship with partners are essential sustainability ingredients after donor withdrawal. Donor goodwill (74%) and relationship with project partners (70%) ranked highest in severity index showing that among other items, they are stronger indicators of project sustainability and so need to be importantly considered if projects are to sustainable. a conclusion is made that there is highly significant influence of donor trend on project sustainability.

On management practices and strategies of project and sustainability, the study revealed a highly significant influence. Decision making at project level, availability of monitoring strategy and cost effectiveness of strategies seemed to have the highest influence according to the results; with 67%, 65% and 62% of the respondents agreeing that the indicators had an influence either positively or negatively on project sustainability respectively. Even with a mean of 57.7%, the results still strongly indicated a significant impact of donor trends on project sustainability. In conclusion, all the assessed indicators reveal that project sustainability highly rely on management practice. Thus management strategies must be considered well for projects to last longer than donor funding period.

### **5.3 Discussion of findings**

The first objective was to determine the influence of women participation in project sustainability.

Finding from the study shows that the variable (women participation) is a strong determinant of project sustainability. Since only 46% of the respondents agreed to have been involved in implementation stage of the project, only phase out stage had a significant proportion agreeing to be aware at 62%, but even that may not translate to direct involvement. All other indicators fell below a 50% mark in agreement scale.

This study is in agreement with that of Stergakis (2010) which concluded that sustainability of a project must undoubtedly have stakeholder engagement, accountability and ownership. In particular there must be engagement with local community leaders and investment in harvesting and mentoring potential project “Champions” who may carry on the project, long after the funding and NGO support has been withdrawn.

The mean stakeholder (women) involvement in this study being only 36.5% it may be concluded that the projects lacked adequate stakeholder participation which may be a recipe for lack of sustainability for the projects studied.

The second objective was to determine the influence of government partnership in the sustainability of the women funded projects in coast Kenya. In the study, a chi-square p-value for government partnership at 0.015 made the researcher to reject the null hypothesis that government partnership does not influence project sustainability and to conclude that there is a significant influence of government partnership on sustainability of donor funded women projects in coast Kenya.

Third objective of the study looked at if donors’ trends impact on sustainability of women funded projects in coast Kenya. The study revealed that Donor goodwill (74%) and relationship with project partners (70%) featured most prominently among other items as strong indicators of project sustainability, they ranked 1<sup>st</sup> and 2<sup>nd</sup> respectively in order of severity among the key sustainability indicators on donor trends. The chi-square p-value for donor trends at 0.351 made the researcher to reject null hypothesis at 95% confidence interval and conclude that donor trends significantly influence sustainability of donor funded women projects in coast Kenya.

The fourth objective was to assess the influence of management practices on the sustainability of women funded projects in coast Kenya. The study showed that decision making at project level, availability of monitoring strategy and cost effectiveness of strategies had the highest influence; with 67%, 65% and 62% of the respondents respectively agreeing that the indicators had an influence either positively or negatively on project sustainability. Further analysis using Pearson correlation coefficient revealed a negative correlation of 0.329 between the two variables. Considering a p-value of 0.471 in the same analysis, the researcher concluded that

management's strategy to some extent influence sustainability of donor funded women projects in coast Kenya.

#### **5.4 Conclusions**

According to implementation of projects, sustainability is the probability that a project shall continue long after the outside support is withdrawn. Consequently, while thinking of project sustainability, three things must be born in mind; the community, project results and external assistance. A project is sustainable if the beneficiaries are capable on their own without the assistance of outside development partners, to continue producing results for their benefit for as long as their problem still exists. There have been several projects funded by donors such as the World Bank, DFID, CIDA, and USAID among others, to help empower women in Kenya, PIK and SAFE being just two out of many others in Kenya. The question that this paper sought to answer is whether these projects are sustainable and if their impacts can be felt after donor withdrawal.

According to the survey, all the factors assessed revealed some influence on project sustainability. However, management practices had the highest influence according to the agreement scale used, followed by donor trends then women participation. Government strategies seem to have the least influence according to the study with mean difference between respondents agreeing and disagreeing very minimal.

This finding is in line with other previous findings with similar indicators like that of Oino (2015) that community acceptance and project ownership promote project support by all stakeholders involved in the project, hence reducing community resistance in participation in project activities. Chappel (2005) also agrees that community support increases project efficiency, which impacts positively on project sustainability. This paper concludes in the same spirit that the involvement of beneficiaries is the greatest resource of a project that would ensure that the project interventions are sustainable. Therefore, while embracing acceptance and project ownership by its members, projects are geared towards sustainability.

This study argues that management practices and capacity is a very important recipe to effective project implementation as it encourages participation and involvement of the community in all

the processes of project implementation, thus making people to feel more empowered. Empowered people have freedom of choice and action, which in turn enables them to better influence the course of their lives and the decisions which affect them thus directly influence project sustainability.

## **5.5 Recommendations**

The study recommended that adoption of succession planning was necessary to ensure that the target beneficiaries and the stakeholders are well prepared to effectively run the projects after withdrawal of donor support.

We also recommend that group members (the beneficiaries) need to be empowered with Knowledge on appropriate management strategies. Adult education can be an option to enhance skills.

Judging from the findings most women have low levels of education (secondary and below) and also lack professional training thus, biases in the educational system and training would also need to be consistently addressed to give women new opportunities for achievement academically.

Women leadership skills in their communities, groups and associations should be more harnessed and formalized to give them political and decision-making power and spaces.



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## APPENDIX 1

### LETTER OF TRANSMITTAL

VIOLET MUTHIGA

PO BOX

MOMBASA

27<sup>TH</sup> October 2014

To whom it may concern

RE: ACADEMIC RESEARCH

I am a post graduate student at university of Nairobi pursuing Master of Arts in project planning and management.

As requirement for completion of my course, I am intending to conduct a research project on factors influencing sustainability of donor funded women projects taking sauti ya wanawake Pwani as my case study. The case projects to be studied are located in Mombasa and Taita Taveta counties.

This research will primarily use questionnaire to collect data on the variables being studied. I therefore request for your kind assistance in offering your consent for the interview as well as providing honest responses to the interview items.

Am optimistically looking forward to your response

Thank you

VIOLET MUTHIGA

## APPENDIX II

### QUESTIONNAIRE FOR PROJECT BENEFICIARIES AND MANAGERS OF THE PROJECTS

Serial No .....

The questionnaire is meant to collect information on the factors affecting sustainability of women donor funded projects under sauti ya wanawake Pwani in the coastal region of Kenya. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research.

#### SECTION ONE: DEMOGRAPHIC INFORMATION

1.1 Indicate the project name;

SAFE [ ]

PIK [ ]

1.2 Indicate your Age Category.

a) Below 20 years

b) 20-29 years

c) 30-39 years

d) 40-49 years

e) Above 50 years

1.3. Indicate your religion

a) [Islam]

b) [Christianity]

c) [Others]

1.4 What is your highest level of education?

- a) Primary
- b) Secondary
- c) Tertiary College
- d) Undergraduate
- e) Postgraduate
- f) Other (specify)

**SECTION TWO:**

**Factors influencing sustainability women donor funded projects; a case of SYW pwani**

**A) Women participation**

2.1 How long have you benefited from this project?

- 1) Between 1-3 years
- 2) Between 3-5 years
- 3) Above 5 years

2.3 Were you involved in the planning of this project?

- a) Yes
- b) No

2.4 If no, who begun the project?

- a) Community leaders
- b) Implementing partners

- c) Donors
- d) Government
- e) Not sure

2.5. Have you benefited from this project as per your expectations from its onset?

- a) Yes
- b) No

2.6. Do you think the training and skill you have gained is adequate to effectively enable you handle the interventions of the project?

- a) Yes
- b) No

2.7. Do you know that the project donors officially completed the project?

- a) Yes
- b) No

2.8. In cases of need, who always meet the financial cost incurred in the project?

- a) NGOs/Donors
- b) Government
- c) Community Members
- d) Individual philanthropists
- e) Any other (specify)

.....

.....

.....



On a scale of 1 to 5, how do you rate the position of your organization in relation to the following variables?

Key: 1- Strongly agree

2 - Agree

3 - Disagree

4 – Strongly disagree

5 – Neither nor

(Tick appropriately)

### SECTION 3

#### Government partnership:

NO	ITEM	SUSTAINABILITY AGREEMENT SCALE					
		1	2	3	4	5	N/A
	<b>Government strategies/ partnership</b>						
<b>3.1</b>	<b>Government involved in implementing of donor projects</b>						
<b>3.2</b>	<b>Complementing efforts from the government</b>						
<b>3.3</b>	<b>Availability of sustainable policies for</b>						
<b>3.4</b>	<b>Government involvement in the project after donor phase out</b>						
<b>3.5</b>	<b>Government complimenting activities</b>						

	<b>post funding period</b>						
<b>3.6</b>	<b>Government non interference</b>						

**SECTION 4**

**DONOR TREND**

<b>NO</b>	<b>ITEM</b>	<b>AGREEMENT SCALE</b>					
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
	<b>DONOR TREND</b>						
<b>4.1</b>	<b>Availability of donor fund subsidy post aid phase out</b>						
<b>4.2</b>	<b>Availability of donor good will</b>						
<b>4.3</b>	<b>Donor policies influence favorability</b>						
<b>4.4</b>	<b>Relationship between donor and women beneficiaries</b>						

**SECTION 5**

**MANAGEMENT PRACTICES**

NO	ITEM	AGREEMENT SCALE					
		1	2	3	4	5	N/A
	<b>MANAGEMENT PRACTISES</b>						
<b>5.1</b>	<b>Decisions making at project management level</b>						
<b>5.2</b>	<b>Women involvement in management</b>						
<b>5.3</b>	<b>Availability of sustainable monitoring strategy</b>						
<b>5.4</b>	<b>Availability of project formative evaluation</b>						
<b>5.5</b>	<b>Availability of project summative evaluation</b>						
<b>5.6</b>	<b>Sustainable implementation of phase out strategy</b>						
<b>5.7</b>	<b>Adaptability of strategies</b>						
<b>5.8</b>	<b>Cost effectiveness of strategies</b>						

**SECTION 6**

**RECOMMENDATIONS**

What recommendations would you make to help improve the sustainability of your project?.....  
.....

**THANK YOU FOR YOUR RESPONSE**