

**INFLUENCE OF PARTICIPATIVE MANAGEMENT STRATEGIES ON  
THE SUCCESS OF IMPLEMENTATION OF ONE VILLAGE ONE  
PRODUCT PROJECT IN KISII COUNTY**

**BY**

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**2016**

**DECLARATION**

This research project report is my original work and has not been presented for the award of a degree in this or any other University.

Signed: ..... Date : .....

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**L50/82198/2012**

This research project report has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

Special dedication to my wife, dear brothers and sisters and my dear children who have all so contributed in a great deal towards my spiritual, academic, social, economic growth. God bless you abundantly.

## **ACKNOWLEDGMENT**

I wish to register my appreciation to Almighty God for giving me good health throughout the research process.

Special thanks to my supervisor Dr. Otieno for his assistance and invaluable guidance in making the project work a success. May God bless you abundantly!

I also appreciate my family, lecturers, colleagues, friends, relatives who assisted me in one way or the other to make this work a success.



## TABLE OF CONTENT

	<b>Page</b>
<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGMENT</b> .....	<b>iv</b>
<b>LIST OF FIGURES</b> .....	<b>viii</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the study.....	1
1.2 Statement of the problem .....	1
1.3 Purpose of the study .....	4
1.4 Objectives of the study .....	5
1.5 Research questions .....	5
1.6 The significance of the study.....	5
1.7 Delimitations of the study .....	6
1.8 Limitations of the study.....	6
1.9 Basic assumptions of the study .....	6
1.10 Definition of terms .....	6
1.11 Organization of the study .....	7
<b>CHAPTER TWO</b> .....	<b>8</b>
<b>LITERATURE REVIEW</b> .....	<b>8</b>
2.1 Introduction .....	8
2.2 Training and implementation of One Village One Product projects.....	8
2.3 Leadership and implementation of One Village One Product .....	9
2.5 Project Monitoring and Evaluation .....	10
2.6 Theoretical framework .....	11
2.7 Conceptual Framework .....	12
2.8 Explanation of relationships of variables in the conceptual framework .....	13
Leadership .....	13
2.6 Research gap.....	14
<b>CHAPTER THREE</b> .....	<b>15</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>15</b>

3.1 Introduction ..... 15

3.2 Research Design .....	15
3.3 Target Population and Sample Size.....	15
3.4 Sampling Procedure .....	16
3.5 Data collection instrument.....	16
3.5.1 Pilot testing of the instruments .....	16
3.5.2 Validity of Instruments.....	16
3.5.3 Reliability of Instruments .....	17
3.6 Data Analysis .....	17
3.7 Ethical Consideration .....	17
3.8 Operational definition of variables.....	18
<b>CHAPTER FOUR .....</b>	<b>20</b>
<b>DATA ANALYSIS, PRESENTATION AND INTERPRETATION .....</b>	<b>20</b>
4.1 Introduction .....	20
4.2 Questionnaire return rate .....	20
4.3 Demographic characteristics of respondents .....	20
4.3.1 Gender .....	21
4.3.2 Age group .....	21
4.3.3 Response according to group membership.....	22
4.3.4 Response based on length of membership in the group .....	22
4.4 Influence of participative training on implementation of OVOP .....	23
4.4.2 Response based on organization offering training .....	24
4.4.3 Members involvement on training .....	25
4.5 Influence of leadership on implementation of OVOP project.....	26
4.6 Influence of policy formulation and planning on implementation of OVOP project ..	28
4.7 Influence of monitoring and evaluation on implementation OVOP projects.....	29
<b>CHAPTER FIVE.....</b>	<b>32</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>32</b>
5.1 Introduction .....	32
5.2 Summary of Findings .....	32
5.3 Discussion of Findings .....	32
5.4 Conclusions .....	35
5.5 Recommendations .....	35
REFERENCES.....	36
APPENDIX I: Research Questionnaire.....	39
APPENDIX II : WORKPLAN.....	43



APPENDIX III: BUDGET .....	44
APPENDIX IV: Table for Determining Sample Size for a Given Population .....	45
APPENDIX V: AUTHORITY LETTER .....	46
APPENDIX VI: NACOSTI Research Permit .....	47
APPENDIX VII: Research Authorization Letter .....	48
APPENDIX VIII: List of Active OVOP Groups in Kisii County .....	49

## LIST OF FIGURES

<b>Figure</b>	<b>Title</b>	<b>Page</b>
Figure 1	Conceptual Framework	13

## **LIST OF TABLES**

<b>Table</b>	<b>Title</b>	<b>Page</b>
Table 3.1	Operational definition of variables	19
Table 4.1	Gender response	22
Table 4.2	Age of Respondents	22
Table 4.3	Group Membership	23
Table 4.4	Length of Membership	24
Table 4.5.	Response based on type of training	24
Table 4.6	Organization offering training	25
Table 4.7	Rating on Effectiveness of Training	26
Table 4.8	Members involvement on training	26
Table 4.9	Leadership influence	27
Table 4.10	Leadership structure	27
Table 4.11	Means of acquiring position	28
Table 4.12	Rating effectiveness of leaders	28
Table 4.13	Management style in use	29
Table 4.14	Stakeholders meeting	29
Table 4.15	Planning and scheduling activities	30
Table 4.16	Effectiveness of M& E	30
Table 4.17	Organization in charge of training	31
Table 4.18	Relevance of M&E skills	31



## **LIST OF ABBREVIATIONS AND ACRONYMS**

OVOP	One Village One Product
MLGRD	Ministry of Local Government and Rural Development through its
RDSD	Rural Development Services Department
TICAD	Tokyo International Conference for Africa
MTP	Medium Term Plan
SME's	Small and Medium Enterprises
JICA	Japanese International Corporation Agency
JETRO	Japanese External Trade Organisation
BDS	Business development service
Govt,	Government
NGO's	Non-Governmental Organizations
ODA	Official development assistance

## **ABSTRACT**

One village one product (OVOP) is a development concept promoted by the Japanese Government for facilitating rural economic development in developing countries. OVOP was popularly adopted in Japan in 1980's and 1990's and successfully created an economic development model for rural areas. OVOP as a development model is aimed at producing competitive products by utilizing local resources that the area has a comparative advantage. The OVOP model starts from creating a network in the community and comes up with a vision of transforming its socio-economic outlook to the one that can produce more value added products that can effectively compete in the global market. The OVOP development concept is rooted in utilization of local resources including raw materials, commodities, technology and human resource in a manner that creates a sense of self belief, ownership and strong will to create competitive advantage by exploiting the community core competence. OVOP was introduced in all of Oita's fifty eight cities, towns and villages. Ever since, the ever-growing, highly successful movement has not only brought prosperity and countless specialties to the regions of Oita, but also gave birth to a number of new events and cultural experiences in these regions. The model has also been replicated in other parts of the world under different names but same concept. Among the countries that have adopted the OVOP concept is China under One Factory One Product, and Thailand as One Tambon One Product and Malaysia as one District One Product. In Africa the concept has been introduced in Malawi as one village One Product. OVOP program has no clear structure on how it is managed at local project level by the groups implementing it, hence creating a gap that needed to be filled. OVOP was to address the three pillars of economic growth, human security and the prevention of global warming by promoting group activity development and export. The research objective sought to determine the influence of participative training, leadership, policy formulation and planning including monitoring and evaluation of OVOP projects, which was achieved through research questions and hypothesis. The study was conducted within Kisii County which involved a target population of 200 group members. A sample size of 127 respondents was carefully and randomly selected from 10 active groups within the County. 127 questionnaires were distributed whereby 109 questionnaires were returned yielding a response rate of 85.8% while 18 questionnaires representing 14.2% were not returned. Face-to-face interviews were used to collect the data and which was quantitatively tabulated and analyzed using SPSS and Excel softwares. Research findings were presented in percentages. The study intended to analyze the influence of participative management strategies on the success in implementation of one village one product project in Kisii county Kenya. The researcher proposes further research to be carried out to better the understanding or improve the management practices employed and geared to improving the performance of OVOP projects.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Japanese government that facilitates rural development in developing nations has over years promoted the concept of One Village One Product (OVOP). In 1980's and 1990's Japan popularly adopted OVOP and successfully enabled it be adopted as an economic development model for rural areas. OVOP model is keen on producing competitive products by ensuring maximum use of local resources as well as utilization for the advantage of the communities living within these areas. The OVOP model transforms the socio economic outlook of communities through value addition that places most of the products in a more competitive platform at the global level. This is successfully done through a strong network of communities that is close to global strategic partnership models. The use of raw materials, commodities, technology and human resource in a way that ensures the members own the OVOP development concept at the local level has provided it with competitive advantage through exploration of core competence.

Morihiko Hiramatsu is credited for development of OVOP development model in Japan in Oita in 1979. Morihiko envisioned through the model to prompt local citizens of Oita to own the area and have pride living there. He had a vision as the name proposes a way that would guarantee every town in Oita recognized a profitable nearby asset and get it known in whatever is left of the nation, and afterward increase the value of the gathering action through preparing, deals and showcasing exercises. It is from here that OVOP was presented in the greater part of Oita's fifty eight urban communities, towns and towns. From that point forward there has been a developing development that has not just conveyed success and innumerable strengths to the districts of Oita, additionally brought forth various new occasions and social encounters in these areas. The model has seen its replication in different parts of the world under various names yet a similar idea. Nations that have embraced the OVOP idea incorporate China as One Factory One Product, and as One Tambon One Product and Malaysia as one District One Product.

Yoopin Claymome (2007) provided that, since 1960 Thailand has made socio economic progress through global economic integration. In 1960's through modernization the National Economic Development Plan (1961-1965) strategized promotion of agriculture-based economy in Thailand has seen progress

of rural economy. This was then followed by a big shift in the mid-1980s away from agriculture to manufacturing and services sectors .

This period is believed to have ushered in challenges in agricultural/rural sector. Urban and rural communities have suffered uneven distribution of income which has left many members of the communities diving into poverty. In 1970 there were introduction of policies that concentrated on redistribution of resources with development chances to ensure there is sustainability of projects undertaken. This is very important in Thai Population since agriculture is the main economic activity.

Low incomes bring down end user demand for food. Webb et al (2002) added fourth that, a cross-cutting measurement of “Vulnerability” depicting the susceptibility of a country to food insecurity as a product of shocks; natural, social or economic in origin thus a strong resistance to shocks is key to food security. The crisis in 2001 – 2002 on food provided a stark demonstration of Malawi’s susceptibility when a minor drought, combined with a delicate policy environment, threatened food availability. Some African countries such as Malawi have expressed a strong interest in the OVOP program. TICAD IV in May 2008 meeting held in Yokoham Japan, as many as 40 African nations made an appeal for Japanese assistance for implementations of the OVOP programme. At this point JICA pledged to cooperate with at least twelve of these countries. This research intends to analyze challenges the African countries face in implementation of the OVOP program and to make policy suggestions to embark upon the challenges.

The livestock division has remained small, causative to only about seven percent to GDP. Production levels and utilization of domesticated animals items stays among the most reduced on the planet, (GOM, 2004). Animals exercises are basic in the exercises went for decrease in neediness levels and changes in family unit sustenance security. Little animals and different sorts of poultry, particularly searching chickens, make an indispensable expansion to family unit sustenance security. Additionally, even the poorest families demonstrate an extraordinary degree of vitality and innovativeness in attempting to give sustenance and pay to themselves. This gave a flag that there are high possibilities in the general population of Malawi if just government elevate legitimate arrangements to bolster country development and improve increment in farming profitability among the provincial poor. The One Village One item (OVOP) means to empower these country advancements, increment salary and advance the expansion in horticultural profitability among the rustic poor.

As per Ohaya1, O.; O. G. Misigah and C. Kinyanju (2005), the idea of OVOP was received and has bit by bit been elevated since 2006 to date in Kenya. The legislature of Japan has followed up responsibilities made at the TICAD 4 piece of which was multiplying ODA to Africa by 2012, recognized OVOP as one of the activities to advance item improvement and fare. This enveloped the three mainstays of quickened monetary development, human security and counteractive action of an Earth-wide temperat

ure boost. JICA and JETRO bolstered by the Embassy of Japan held the "Made in Kenya Fair" which was held in March 2007, to advance the OVOP development in Kenya. This prompted to definition of an idea paper on OVOP took after by a key arrangement, which lay the bases of framing the OVOP National Coordinating Committee through the National Secretariat positioned at the Ministry of Industrialization (OVOP operational rules 2010). OVOP is a piece of the vision 2030, and is one of the Medium Term Plan (MTP) ventures went for including worth and supporting the monetary projects at the neighborhood level. The MTP activities, is the establishment of the underlying period of execution of vision 2030 and goes for expanding the GDP development from an expected 7 percent in 2007 to 10 percent by 2012. The OVOP approach urges business people to build up an item one of a kind to their district and form it into a broadly unmistakable item undertaking. In Kenya, OVOP has concentrated on gathering business enterprise and along these lines advances development of gathering possessed little and Medium Enterprises (SME's) that are included in esteem expansion. The development of these undertakings is subject to a few elements, some of which are access to fund, capacity to embrace innovation, create items and their capacity to get to business sectors for their items.

These elements are being tended to advance the development of the SME's. OVOP start in Kenya was through pilot ventures, which were started in three stages. To start with was in 2008 in Nyeri North, Laikipia West and Yatta. The second was in 2009 in Kisii, Nandi Hills, Bomet and Vihiga while the third pilot extend in 2010 was done in West Pokot, Garissa, Isiolo and Kwale. Yatta District which is arranged in Machakos County was chosen by the secretariat as a recipient because of its upper hand over others as far as asset enrichment like essential foundation, potential for esteem expansion, accessibility of administration suppliers, interesting items, group strengthening, market and readiness of neighborhood groups with accessible enlisted gatherings, and tasks, and in addition authority. In Yatta, there are 256 OVOP bunches undertaking esteem expansion under OVOP. Kwitungiania is a ladies bunch in Yatta is situated in Mitamboni, and produces Ballast and Kiondos. The venture was built up in 2010, and had its principle advertise as the nearby group. The gathering started its operations as carousel, normally alluded to as "chama" which was utilized to purchase utensils, glasses and plates for every part. The individuals after assessment selected a superior venture to inspire their wage. Elimar Arts

Oust situated in Nyahururu town, whose primary item is aesthetic furniture made of trunks and underlying foundations of trees. The gathering was set up in 2008, disseminating its items to Nairobi and direct clients from Uganda and South Sudan. Elimar Arts expel has utilized no less than 30 people in the zone. Trunks and roots are sourced from the group around. With this background this research aims at establishing the influence of participative management of one village one product project in Kisii Count

y.

## **1.2 Statement of the problem**

OVOP adoption in Kenya and its key planning processes started at some time back. In 2006 the legislature of Japan, with an emphasis on duties made at the 4thTokyo worldwide Conference for Africa (TI CAD 4), which included multiplying official advancement help ( ODA) to Africa by 2012, it had two mainstays of monetary development proposed, which were human security and the counteractive action of an unnatural weather change, the discussion recognized OVOP as one of the activities that would advance gathering action improvement and fare. The reasonable that was driven and set up in Kenya was held in March 2007 with the support of the Embassy of Japan, JICA, and JETRO with the point of advancing the idea of One Village One Group action development in the nation. An idea paper was created by The Ministry of Industrialization on OVOP and vital arrangement shaped the bases of framing OVOP National planning advisory group through the National secretariat positioned at Ministry Of Industrialization level. In the year 2008 JICA supporting the service of industrialization appointed preliminary work for the OVOP extend in Kenya which then laid the premise of this study. One Village One Product (OVOP) Program doesn't have a very clear structure yet on how it is managed at local project level by the groups implementing it, thus creating a gap that is essential to be filled. This study therefore intends to study participative management strategies as a tool that will improve project implementation in Kisii County.

## **1.3 Purpose of the study**

This study sought to determine if the initiative other than identification of societal resources and products, enhanced participative management approach used in the implementation of the project for more efficient and effective development and commercialization the products.

#### **1.4 Objectives of the study**

The following were the objectives of the study:

1. To determine the influence of participative training on the implementation of OVOP projects;
2. To examine the influence of participative leadership on the implementation of OVOP projects;
3. To determine the influence of participative policy formulation and planning on the implementation of OVOP projects;
4. To establish the influence of participative monitoring and evaluation on the implementation of OVOP projects;

#### **1.5 Research questions**

The study was guided by the following research questions:

1. To what extent does participative training influence the implementation of OVOP projects?
2. How does participative leadership influence the implementation of OVOP projects?
3. To what extent does participative policy formulation and planning influence the implementation of OVOP projects?
4. To what extent does monitoring and evaluation influence implementation of OVOP projects?

#### **1.6 The significance of the study**

In Kenya, no efforts have been made to evaluate the program in terms of participative management strategies that can see the success of the projects from local level to international zones.

The research sought to help the Ministry of Industrialization and the One Village One Product project groups to boost trainings, upscale leadership, monitoring and evaluation and provide a clear base for policy formulation that will enhance sustainability of the OVOP projects in Kisii County and Kenya as a whole.

Therefore, any research work that aims to better understand or improve the management practices employed in One Village One Product program geared towards improving the performance of the projects is not only relevant but necessary.

#### **1.7 Delimitations of the study**

The research focused on single area with assumptions narrowed down to area under study. This aimed

at ensuring that the accuracy of the information and the respondents are not drawn from a larger

sample affected the outcome.

### **1.8 Limitations of the study**

The study confined to getting information from the beneficiaries and a selected number of non-beneficiaries of One Village One Product (OVOP), in a small geographical area of the country, the results may not apply to others. The study mainly focused on the participative management practices of One Village One Product (OVOP) on the success of the projects.

However, it is also important to mention that different OVOP projects focus on different products thereby making the findings restricted to the area of study. Not all issues related to OVOP project could be fully explored with the limited time, and resources scheduled for this study.

### **1.9 Basic assumptions of the study**

The assumption was that the key informants were available at the time of interview and questionnaires. Available information in form of literature regarding OVOP activities in Kenya gave a close to accurate situation on the projects and that the OVOP projects have been running without formal management structures.

### **1.10 Definition of terms**

**Household:** Group of individuals who are by and large bound together by ties, connection, or joint money related choice, who live respectively under single rooftop or compound, are responsible to one individual as the head and have a similar eating game plan.

**Farm income:** Income generated from farming activity accruing to an individual

Non-farming income: income generated from non-farming activities which are performed on the farm .e.g. beer brewing, hand crafting, etc.

**Non Salary Income:** Income generated from farming and non-farming activities performed on the farm

**Small holder farm household:** Refers to the households who own land and farm on up to a maximum of ten acres. The land ownership can either be leasehold, private or communal

**Business development service (BDS):** Refers to services offered to improve trade on already

f i n i s h e d p r o d u c t s .



**Value Addition:** This refers to improving the state of the final product to see the consumer get a finished and packaged product ready for consumption or use.

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

This report is organized in to five chapters. Chapter one is the introduction which includes the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, research hypotheses, significance of the study, delimitations of the study, limitations of the study, basic assumptions and the definition of significant terms.

Chapter two reviews literature on participative strategy on implementation of one village one product in Kisii County. Chapter three outlines the research design, target population, methods of data collection, validity and reliability , data collection procedures, ethical consideration, the operation definition of variables and the data presentation techniques.

Chapter four contains data presentation, analysis and interpretation with the following sub topics, introduction to the chapter, response rate, respondents' characteristics, and results to questions above mention or state. Chapter five contains summary of results, discussion of findings, conclusion

## **2.1 Introduction**

One village one product (OVOP) is a improvement idea started by the Japanese Government for encour

raging provincial financial advancement in developing nations. OVOP was prominently embraced in Japan in 1980's and 1990's and effectively made a monetary improvement demonstrate for provincial zones. OVOP as an advancement model is gone for creating focused items using neighborhood assets in which the range has a relative favorable position. The OVOP demonstrate begins from making a system in the group and thinks of a dream of changing the financial viewpoint of the group to the one that can create more Value Addition that can adequately contend in the worldwide market.

## **2.2 Training and implementation of One Village One Product projects**

Training is paramount for any implementation endeavors. Approved OVOP groups also receive training on OVOP concepts, management skills, packaging, and food-processing from affiliated organizations such as a university, a financial institution, and JICA. Monitoring and consultation by liaison officers on the management of the group are also important forms of technical assistance. The instrument of local development is restricted by the structure and capacity of local government (LG). The Japanese OVOP case demonstrated the important role of LG as a coordinator of local development, while involving and facilitating the initiatives of other actors in various fields. This commitment of LG was possible due to the size and capacity of LG the size of municipality government is relatively small, which makes it close to the sense of locality, although it has certain capacity and authority. Decentralization was not taking place in the 1970s and the 1980s, thus LG was able to and tended to drive the local development, while Prefectural government played the role of “producer” of enabling institution and instruments. In contrast, in the Thai case, Tambon, the lower administrative body, was not functioning well due to the weak capacity which needed intervention from a higher tier of local government. Moreover, Thai OTOP’s centralized system was likely influenced by the characteristic of the Thaksin regime in the first several years of the programme.

On the other hand, Countries like Malawi, as Kurokawa et al. (2006) points out, there is a similarity

## **CHAPTER TWO**

### **LITERATURE REVIEW**

with Oita’s case in that planning is taking place at the lowest administrative unit of government this

i n t u r n h a s s h o w n l o t s o f p r o g r e s s i n t h e p r o j e c t .

### **2.3 Leadership and implementation of One Village One Product**

Leadership plays a critical role in the implementation of OVOP projects. Nsubuga (2013) points out that in Malawi, OVOP programme is managed through an elaborate institutional arrangement that starts from the central government and cascades down to the district and community levels. He further provides that, OVOP programme is overseen by the National OVOP Board chaired by the President, and is managed by the Ministry of Local Government and Rural Development (MLGRD) through its Rural Development Services Department (RDSD). Operational control of the programme is in the hands of the OVOP Secretariat under the RDSD which is headed by the Deputy Director of Rural Development. Initially the Secretariat was located in the Ministry of Agriculture but it was later moved to MLGRD because the latter was considered more immediate. A Joint Coordination Committee harmonizes the implementation of the OVOP project and meets every six months. However, the leadership participation at the group level is also very critical in ensuring the success of the OVOP project at the grass root level.

### **2.4 Policy Formulation and Planning on implementation of One Village One Product**

Community participation in local development of OVOP project is very critical though over time it has been very challenging and problematic in Kenya. On the same note Nsubuga (2013) indicated that, reasons for low awareness emerging from insufficient sharpening, support weariness, pre-occupation with the day by day battle for survival, and rehashed dissatisfaction from unfulfilled desires emerging from base up participatory arranging forms. He advance includes that, subjects are not gave with satisfactory space to inclusion in basic leadership, they are frequently not mindful of chances decentralization offers subsequently, producing and managing group enthusiasm for the OVOP idea exercises must be of central significance. This is achievable if the monetary advantage can be plainly illustrated. Getting people group at the grassroots level to take an interest successfully in nearby improvement projects is not a basic undertaking, regardless of the possibility that they are relied upon to be the essential recipients. Notwithstanding the obstacles specified above, groups likewise accept record of the open door cost of investment and whether the activities being referred to are "sensible" from their perspective, (i.e. whether they can prompt to substantial answers for their issues). In this regard, an approach that has feasible and long haul useful results is probably going to produce more elevated amounts of support than others. Therefore, potential strain between group (gathering) and individual enthusiasm for cash creating

projects, particularly given that most nearby groups have next to no involvement with monetary gathering engagements. Group collaboration in Kenya is more basic concerning social exercises (weddings, funerals, and so on) than with monetary endeavors where independence and additionally family and connection ties were more claimed.

Ways must be found to guarantee that the individual's soul, a key driver of financial project, does not avoid advancement of group union and pride – a standout amongst the most critical destinations of OVOP with a specific end goal to make progress of OVOP project implementation.

## **2.5 Project Monitoring and Evaluation**

The Producer is a main actor of Thai OTOP. There are 4 types of producers in the OTOP programme: individual producer, producer group, small and medium community enterprises (SMCE), and SMEs. OTOP officially targets only producer's groups and community enterprises but in reality all types are involved in the programme. Generally production capacity of most of the producers is small and limited. SMCE consists of village members with a range of less than 20 to 200 persons JICA (2003). These small groups are expected to grow to SMEs through the programme. Fujioka (2006) states that group members are usually less than several percent of the total village population and active members are often only several persons. The projects are meant to be monitored by all the concerned level stakeholders to see that every party is involved in overseeing the progress of the project.

One Village One Product (OVOP) Programme is a community focused and request driven provincial monetary improvement approach started by Oita prefecture in Japan in the 1970's territorial financial advancement through increasing the value of locally accessible assets, through preparing, quality control, bundling plan and advertising advancement. Groups specifically deliver merchandise with high included esteem. Kurokawa et al (2008) underscores that One town produces one focused and staple item as a business to pick up deals income to enhance the way of life for the occupants of that town. One Village One Product Program advances the OVOP idea approach of financial improvement at group level. The program underpins esteem including advances, for example, agro-preparing and create making at group level. This incorporates bolster on bundling and marking through specialized help to different project the group level.

## **2.6 Theoretical framework**

All development models cannot be implemented in the same way due to the difference of their

contexts. Turner and Hulme (1997) provide four factors of context (economy, culture, demography,

and politics) based on the model made by Austin (1990) for policy analysis. In addition, another issue of contemporary LED theory is 'the growing importance and intensity of global-local interactions defining the local development context and the geographically differentiated nature of these interactions and influences' whereas the context can be shaped by poverty more than by global change in rural regions Helmsing and Egziabher (2005). Taking into consideration of the location of OVOP policy application, special attention should be paid to the conditions of rural poverty, migration, and non-agriculture economy, as well as focusing on the progress of decentralization and globalization.

This principle guides the way to develop products. Hiramatsu (1990) focuses on the intangible value of originality of local resources and contends that a product with distinct 'local flavours and culture' can be competitive in a market as long as its quality is continuously improved. Thus local resources in OVOP include various types of shape and element as long as they entail the value of "local".

## **2.7 Conceptual Framework**

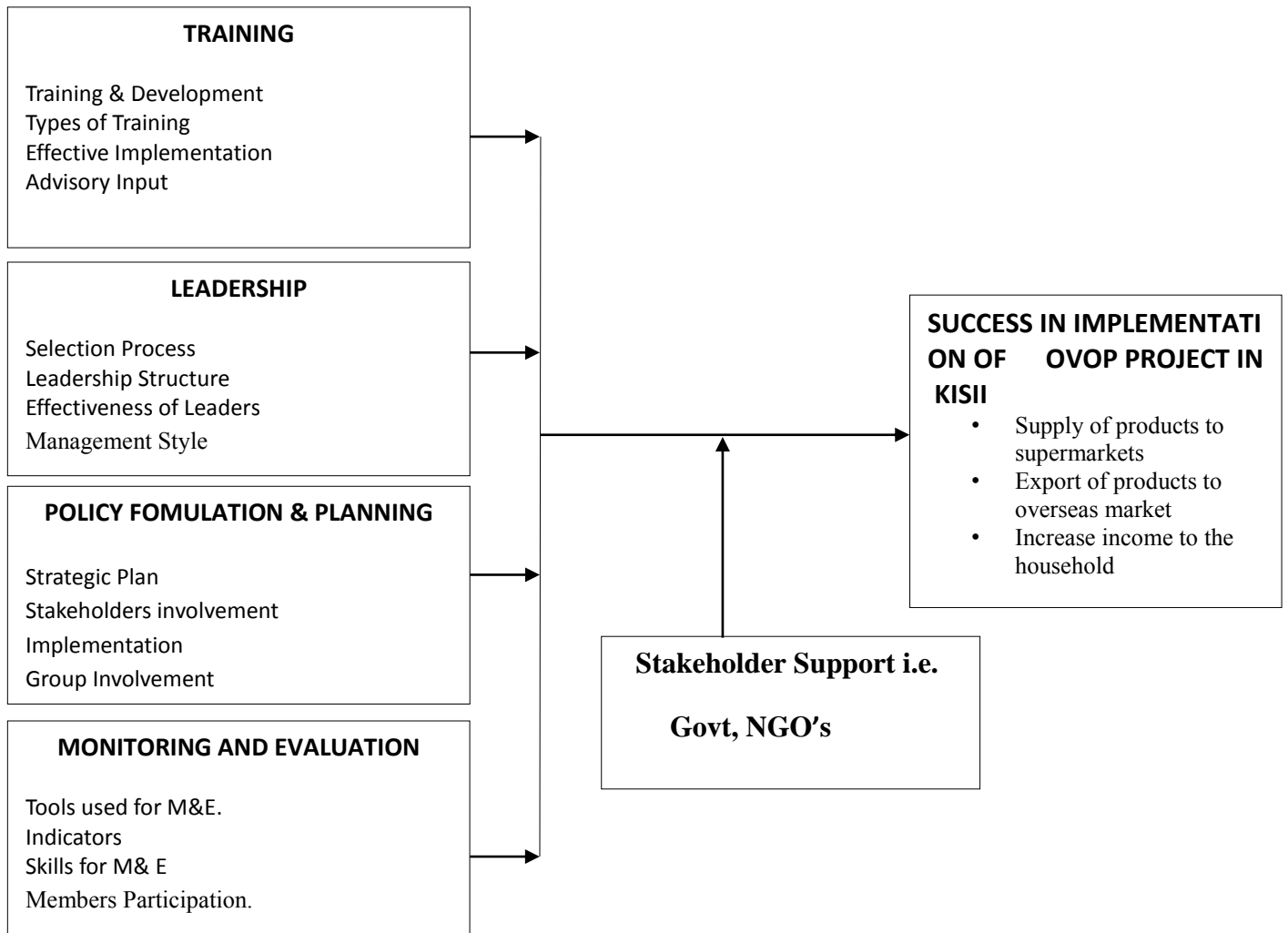
It is based on four major independent variables that influence the success in implementation of OVOP project in Kisii County. These are, training, leadership influence, policy formulation and planning and monitoring and evaluation. The dependent variable was Success in implementation of OVOP project in Kisii. The framework shows that the manipulation of the independent variables

which lead to more or less Success in implementation of OVOP project in Kisii

**Independent Variables**

**Moderating Variable**

**Dependent Variable**



**Fig 1.1: Conceptual framework**

**2.8 Explanation of relationships of variables in the conceptual framework**

**Training**

Approved OVOP groups also receive training on OVOP concepts, management skills, packaging, and



food-processing from affiliated organizations such as any university, a financial institution, and JICA. Monitoring and consultation by liaison officers on the management of the group are also important for forms of technical assistance. The instrument of local development is restricted by the structure and capacity of local government. This technical support brings about progress in the implementation of the OVOP project and its success. Once the groups clearly know their activities then it becomes easier for them to turn to productivity and profit making.

### **Leadership**

OVOP group leaders resume to leadership through election in which within their leadership structure contains five leadership positions namely: Chairperson, Vice chairperson, Secretary, vice secretary and treasurer which also serve as office bearer and bank signatories. OVOP leaders exercise three management styles namely: laissez faire; authoritative and dictatorial to effectively achieve transparency, accountability, continuous learning, creativity, innovation, teamwork, self-reliance, partnership and networking.

### **Policy formulation and Planning**

OVOP project groups should have clear policies on value addition, on transfer of skills and technology and on how to promote the use of products that are locally processed thus promoting and improving market access of their products. In addition strategic planning is crucial in ensuring that the OVOP projects are sustained through stakeholders' involvement, creation of clear business plan, adopting realistic implementation plan and financial policy to enhance thriving well of OVOP projects.

### **Monitoring and Evaluation**

Monitoring and evaluation remains essential in the implementation of OVOP projects. OVOP group members should be integrated in the M&E planning and the overall manufacturing process for their products, this gave the members relevant skills based on the production of their products. By using effective and efficient tools of OVOP project like: OVOP product checklists and balance sheets to evaluate performance.

### **2.6 Research gap**

Although literature has been reviewed to determine if the initiative other than identification of societal resources and products, it also can develop participative management approach that can be used in implementation of the project for more efficient and effective ways of developing and

commercializing the products. Most of these studies have been done in other countries whose

strategic approach and financial footing is different from that of Kenya. None of them therefore focused on participative management approach to OVOP projects. It is evident therefore that a literature gap exists on the relationship between participatory management practices and successful implementation OVOP projects. This study therefore sought to fill this gap by focusing on the influence of participatory management and successful of implementation of one village one product project in Kisii County, Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design, target population, data sampling and sample size, data collection and analysis methods adopted to address the success of implementation of OVOP projects in Kisii County.

### **3.2 Research Design**

This study employed a descriptive survey research design that enabled collection of requisite information about the influence of participative management strategies on the success in implementation of one village one product project in Kisii County. A research design is a plan, structure and strategy conceived in order to obtain answers to research questions and control variables. This design helped to control the experimental, extraneous and error variables of a particular research problem being investigated. Mugenda and Mugenda (2003) defined descriptive survey research as a systematic empirical inquiry in which the researcher does not have direct control of independent variables because they are inherently not manipulable. Therefore this design never allowed the researcher to manipulate either the independent variables or the research setting thus appropriate for use because of its higher external validity and less cost, henceforth, allowed the study to be completed within the constraints imposed by limited time and financial resources.

### **3.3 Target Population and Sample Size**

The study targeted the entire population of 200 respondents from the 10 OVOP groups in Kisii County with an average of 20 members each. Sample size of 127 was selected adjusted to accommodate analysis of subgroup in the entire population of 200 members (Krejcie & Morgan, 1970). The selected sample size of 127 members represented the groups taking 100%.

### **3.4 Sampling Procedure**

A sample 127 of OVOP group members was involved in the study. The choice of 127 members from the 10 groups used, gave a number of 127 respondents who were represented 100% in the study. This is informed by several reasons: Since the total population is big, it could be too costly to reach all the members and it might also create sampling error due to the bulk.

The researcher used purposive sampling where a random selection of members of the groups was conducted i.e Chairperson, Secretary, Organizing secretary, Treasurer and Vice Chairperson and balancing gender.

### **3.5 Data collection instrument**

A questionnaire tool was reliably used in the study to gather data, which was qualitative and

quantitative in nature.

### **3.5.1 Pilot testing of the instruments**

The initial engagement of testing the instruments comprised of a collected sample of eight respondents who was subjected to collection instrument to determine the level of efficiency in the implored approach. This helped the researcher to get an understanding of the environment in Kisii County OVOP projects and also gauge the suitability of the questionnaire.

### **3.5.2 Validity of Instruments**

Cochran (1977), connoted that, validity is the quality credited to a suggestion or a measure of how much they comply with built up information or truth. Cochran assist demonstrated that, a disposition scale is viewed as substantial, for instance, to how much its outcomes fit in with different measures of ownership of the state of mind. Validity accordingly alludes to the degree to which an instrument can gauge what it should quantify. It thusly alludes to the degree to which an instrument solicits the right inquiries in wording from exactness. Mugenda and Mugenda (2003) supplemented legitimacy as the exactness and importance of deductions, in light of research results.

The substance validity of the instrument was resolved through piloting, where reactions of the subjects were checked against the research objectives. Piloting involved using one OVOP group with at least 10 members participating.

### **3.5.3 Reliability of Instruments**

According to Mugenda and Mugenda (2003), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. Test-retest method in the pilot OVOP group members was used to test the reliability of the instrument. The questionnaire was administered twice within an interval of two weeks.

## **3.6 Data Analysis**

Descriptive statistics was used to describe the data. These methods allowed the data to be condensed in the form of frequencies and percentages of the variables, which then displayed using tables. The evaluations were done using the mean score and percentages to measure the spread. The mean scores

were used to show management strategies on the success in implementation of one village one product project.

### **3.7 Ethical Consideration**

The researcher sought permission from relevant authority and sought permission from the respondents first before engaging him or her in the research process. The researcher further assured the respondents that, information obtained was meant to be used purely for academic purpose and for the benefit of the leader and indeed all other stakeholders in the industry.

### **3.8 Operational definition of variables**

**Table 3.1: Operational definition of variables**

<b>Objectives</b>	<b>Variable</b>	<b>Indicators</b>	<b>Measurement</b>	<b>Scale</b>	<b>Data collection methods</b>
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To determine the role of participative training in the implementation of OVOP projects.	Training	Types of Training Effective Implementation Advisory Input Number of Skilled members. Number of Unskilled members.	Frequency  Percentage	Ordinal	Questionnaires
To examine the role of participative leadership in the implementation of OVOP projects.	Leadership	Selection Process Leadership Structure Effectiveness of Leaders Management Style	Frequency  Percentage	Ordinal	Questionnaires
To determine the role of participative policy formulation and planning in the implementation of OVOP projects.	Policy formulation and planning	Strategic Plan Stakeholders involvement Implementation Group Involvement .	Frequency  Percentage	Ordinal	Questionnaires
To establish the role of participative monitoring and evaluation in implementation of OVOP Projects.	Monitoring and evaluation	Tools used for M&E. Indicators Skills for M&E Members Participation	Frequency  Percentage	Ordinal	Questionnaires



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter analyses the data that was collected and offering the interpretation of the results from the findings collected from the sampled respondents. The purpose of the study was to make an assessment of the influence of participative management strategies on the success of implementation of One Village One Product project in Kisii County. The data collected was keyed and analyzed by simple descriptive analysis using Statistical Package for Social Scientists (SPSS) and Excel.

## 4.2 Questionnaire return rate

A total of 127 respondents sampled from the various categories were administered with questionnaires. This was the total sample population of the study. 109 questionnaires were returned filled hence earning a positive return rate of 85.8%.

## 4.3 Demographic characteristics of respondents

The respondent's demographic information was analyzed as they were drawn from various categories. This concerned elements regarding gender, age, working experience and frequency of training were sought for and information below reached at.

Descriptive statistics was used to analyze and present the data. The questions presented in the questionnaires were discussed after which related data was analyzed and interpreted. The data was presented through frequency tables with respective percentages which have been calculated followed by a narrative analysis. The data was analyzed in different categories as per the layout of the questionnaire that categorized respondents as per what they did and their areas of operation.

### 4.3.1 Gender

The following was the distribution of gender as biological demographic information amongst the respondents;

**Table 4.1 Gender of the Respondents.**

<b>Sex</b>	<b>Frequency</b>	<b>Percentage</b>
Female	56	51.4
Male	53	48.6
<b>Total</b>	<b>109</b>	<b>100%</b>

From the responses collected in the field, 48.6 percent of the respondents were male while 51.4 percent were female. This could be a true indication in the ground whereby a great number of OVO

P related projects are dominated by female members in Kisii and beyond.

### 4.3.2 Age group

The researcher sought to know the age group of the respondents and the figures were as shown below

**Table 4.2: Ages of Respondents**

<b>Age group</b>	<b>Frequency</b>	<b>Percentage</b>
20-30	18	16.5
31-40	36	33
41-50	29	26.6
51 and above	26	23.9
<b>Total</b>	<b>109</b>	<b>100</b>

From the tabulated results, it was observed that the range of ages 31-40 years was most represented the OVOP projects that held 33%, followed by age group 41-50 of 26.6% which is also closely followed by those who were 51 years and above. 20-30 years age group held the least 16.5% indicating profusely that high result in comparison to the older and more experienced as well as would likely affect the implementation of OVOP project in Kisii County.

### 4.3.3 Response according to group membership

OVOP projects in Kisii County comprises of groups which are registered by the Ministry of Industrialization. 103 of the respondents agree that they are members of OVOP, while 6 did not have membership with OVOP as presented in table 4.3 below.

**Table 4.3 Response based on group membership**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	103	94.5
No	6	5.5
<b>Total</b>	<b>109</b>	<b>100</b>

From the finding tabulated above, most of the respondents of 94.5 % had membership with OVOP group projects, while the 5.5% did not have membership. The findings indicate that most of the respondents are currently in membership with OVOP in Kisii County.

#### **4.3.4 Response based on length of membership in the group**

The findings indicate that majority of OVOP group members have served for a period of less than ten years which is represented by 93 out of 109 respondents as per table 4.4 below.

**Table 4.4 Response according to length of membership in the group**

<b>Duration in years</b>	<b>Frequency</b>	<b>Percentage</b>
1-5	53	48.6
5-10	40	36.7
10-15	11	10.1
15-20	5	4.6
<b>Total</b>	<b>109</b>	<b>100</b>

In response to the finding above most of the OVOP group members have a length 10 years holding about 85% of the respondents, which clearly justifies that the OVOP projects inception has been in Kenya for 8 years as from 2008. This indicates that the OVOP project was overwhelmingly adopted in Kisii and Kenya as a whole.

## 4.4 Influence of participative training on implementation of OVOP

### 4.4.1 Response based on training

From the collected data indicated that an average of 71 respondents were trained on management skills (82), product packaging (61), marketing (72), and food processing (70) as tabulated in the table 4.5 below.

**Table 4.5 Respondents views on training**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Management skills	82	75.2
Product packaging	61	56
Marketing	72	66.1
Food processing	70	64.2
<b>Average</b>	<b>71</b>	<b>65.4</b>

The study findings indicate 65.4 % have received training. OVOP respondents indicate that, 75.2% of the group members have been trained on management skills; Marketing (66.1%), food processing (64.2%) finally followed by product packaging (56%) in descending order.

This indicates that all the trainings have a significant relationship between participative management strategies on the successful implementation of OVOP projects in Kisii County.

### 4.4.2 Response based on organization offering training

Training is important for the OVOP groups. Findings show that NGOs such as JICA offered the greatest training followed by government extension, while financial institution and university had the least. As well as with rating the effectiveness of the training on implementation of OVOP projects, a larger proportion of group members agreed that the training has been effective as described in tables 4.6 and 4.7 below.

**Table 4.6 Response according to organization offering training**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
University	10	6.8
Financial institutions	11	7.4

NGOs i.e JICA	83	56.1
Government Extension Programme	44	29.7
<b>Total</b>	<b>148</b>	<b>100</b>

From the findings tabulated above in table 4.7, a multiple response of a total of 148 was received from 109 respondents. The excess 39 responses indicated that they received training from more than one organization. NGOs (56.1%) and Government Extension programme (29.7) provided a greater percentage of training than Financial institutions (7.4%) and University (6.8%) held least training of less than 10 % each. The findings also indicate that the NGOs and Government have 85.8 facilitated OVOP training.

**Table 4.7 Response based on rating effect of training on effective implementation of OVOP.**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very Good	23	21.1
Good	78	71.6
Fair	8	7.3
Poor	0	0
<b>Total</b>	<b>109</b>	<b>100</b>

Finding show that, over 92% of OVOP training received deemed effective on the implementation of OVOP projects in Kisii County. This indicates that training received was relevant and provided the necessary skills best effective practice in implementation of OVOP.

#### **4.4.3 Members involvement on training**

From the finding, 101 of the respondents agreed that they were actively involved during training while



8 indicated that there was no active involvement during training as shown in table 4.8 below.

**Table 4.8 Response on whether active involvement during training is evident**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	101	92.7
No	8	7.3
<b>Total</b>	<b>109</b>	<b>100</b>

Response from participative involvement of the group on training indicates a positive response rate of 92.7 %. This clearly simulates that there was active participation of the group on training of OVOP projects in Kisii county. There is a small percentage of about 7.3% who indicated that they were not actively involved either directly or indirectly in the training.

#### **4.5 Influence of leadership on implementation of OVOP project**

Leadership is a driving force to implementation of OVOP projects. Findings indicate that 68 of respondents agreed that they have had leadership roles while 41 did not. The OVOP groups agreed that they have a clear leadership structure whereby 104 agreed while 5 did not. In addition, 106 of the respondents indicated that elections are carried out while 3 pointed out that selection is done when getting to leadership position. Moreover, 108 respondents rated their leaders effective while 1 rated ineffective as well as they acknowledged the following leadership styles 86(Laissez-faire), 20 (Authoritative), and 3(Dictatorial) as indicated in tables 4.9, 4.10, 4.11, 4.12 and 4.13 respectively.

**Table 4.9 Response according to leadership roles**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	68	62.4
No	41	37.6
<b>Total</b>	<b>109</b>	<b>100</b>

From the tabulated findings above, it is evident that the majority of the group members have had leadership position in their respective group as provided by 62% held position and about 38% did not

hold any leadership role in their respective OVOP group indicating a good synergy in the respondents group.

**Table 4.10 Responses based on whether there is clear leadership structure in the group**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	104	95.4
No	5	4.6
<b>Total</b>	<b>109</b>	<b>100</b>

From the findings tabulated in the table 4.10, shows that a large proportionate of members indicated that there is a clear leadership structure within the OVOP groups holding 95.4% of the entire response. 4.6 % indicated that there is no clear leadership structure in the OVOP groups.

**Table 4.11 Response based on means of acquiring position in the group**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Election	106	97.2
Revolving system(in turns)	0	0
Selection	3	2.8
<b>Total</b>	<b>109</b>	<b>100</b>

From the findings tabulated in table 4.11 indicates that 97.2% of the respondents in the OVOP group agreed that they do elect their leaders. 2.8% indicated that leaders in the OVOP groups are selected. However, none of the respondents indicated that there is a revolving system (in turns) in getting leadership positions in the OVOP.

**Table 4.12 Response according to rating of effectiveness of leaders in group**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
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Very Effective	19	17.4
Abit Effective	14	12.8
Effective	75	68.9
Not Effective	1	0.9
<b>Total</b>	<b>109</b>	<b>100</b>

Findings based on responses on rating effectiveness of leaders in the group rated their group leaders as Very Effective (17.4 %), Abit Effective (12.8%), Effective (68.9%) and those rated as Not Effective (0.9%). The findings further indicate that 99.1% of the total respondents rated their leaders effective to the task.

**Table 4.13 Response according to management style mostly used in the group**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Laissez-faire	86	78.9
Authoritative	20	18.3
Dictatorial	3	2.8
<b>Total</b>	<b>109</b>	<b>100</b>

From the findings, 78.9% of the respondents indicated that their group uses Laissez-faire as a management style, 18.3 % of the respondents indicated that they use Authoritative style, while 2.8 % indicated that they use Dictatorial management style in their respective groups. The findings further indicate that the management style that is mostly used in the group is Laissez-Faire.

#### **4.6 Influence of policy formulation and planning on implementation of OVOP project**

Policy in any given project can influence the outcome of a project. Findings show that, on stakeholders rating on how often meeting are conducted to deliberate on the OVOP project progress, the results were as follows: Very often (52), Often (30), Rarely (27) while none of the respondents indicated that the meeting were never deliberated as indicated in tables 4.14.

**Table 4.14 Response on frequency of stakeholders meeting**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very Often	52	47.7
Often	30	27.5
Rarely	27	24.8
Never	0	0
<b>Total</b>	<b>109</b>	<b>100</b>

Findings from table 4.16 indicate that, stakeholders hold meetings to deliberate issues on OVOP project as follows: Very Often (47.7%); Often (27.5%) and Rarely (24.8%). However, there was no response that indicated that stakeholders meeting to deliberate on the OVOP projects have never been conducted. The study further indicates stakeholders meetings are conducted to deliberate on OVOP issues.

Finding shows that, 104 of the respondents indicated that planning and scheduling of activities took place while 5 of the respondents said that there was no planning and scheduling of activities as indicated in table 4.15 below.

**Table 4.15 Planning and Scheduling of activities**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	104	95.4
No	5	4.6
<b>Total</b>	<b>109</b>	<b>100</b>

From the findings tabulated on table 4.15 indicates that, 95.4% there is planning and scheduling of the activities within the OVOP. While 4.6% of the respondents indicated that there was no planning and scheduling of OVOP activities.

#### **4.7 Influence of monitoring and evaluation on implementation OVOP project**

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For success of the project to be in realized monitoring and evaluation is paramount. Findings based on monitoring and evaluation on the implementation of OVOP projects show that, 98 of the re

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agreed that it is effective while 11 disagreed. Finding based on the organization facilitating M&E for the OVOP projects indicated that that NGO ie JICA had the highest number of respondents of 69 followed by

government officials (41), community leaders (5) and financial institutions (3). In addition respondents indicated that 89 had relevant monitoring and evaluation skills while 20 did not possess as indicated in tables 4.16, 4.17, and 4.18.

**Table 4.16 Response to ascertain effectiveness of M&E of OVOP**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	98	89.9
No	11	10.1
<b>Total</b>	<b>109</b>	<b>100</b>

From the findings tabulated in table 4.14 indicate that 89.9% of the respondents feel that there is effective monitoring and evaluation of OVOP projects in Kisii County, while 10.1% of the respondents indicate that there is no effectiveness in monitoring and evaluation of the OVOP projects. Findings further indicate that about 90% of the respondents accepted that M&E was effectively used for the implementation of OVOP projects in Kisii County.

**Table 4.17 Responses according to organization in charge of M&E for OVOP projects**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Government officials	41	34.8
NGO ie JICA	69	58.5
Community Leaders	5	4.2
Financial Institutions	3	2.5
<b>Total</b>	<b>118</b>	<b>100</b>

Findings show that 118 responses were obtained during the study, this clearly shows out of 109 respondents, there were those respondents who gave more than one response in respect to the organization in-charge of M&E.

As per the findings from table 4.15, based on the organizations in charge of M&E indicates that NGO

(JICA) holds the highest percentage of 58.5% as an organization in charge of M&E, followed by Government Officials (34.8%) ; while Community leaders and Financial institutions hold 4.2 % and 2.5% respectively.

**Table 4.18 Response on relevance of Monitoring skills evident**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	89	81.7
No	20	18.3
<b>Total</b>	<b>109</b>	<b>100</b>

Based on the response tabulated above, 81.7% of the respondents agreed that people have relevant monitoring and evaluation skills available for implementation of OVOP projects in Kisii. On the other hand, findings indicate that some respondents of about 18.3% from the group do not have Monitoring and Evaluation skill



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the study findings, discussions, conclusions and recommendations of the research. The chapter also contains suggestions of related studies that may be carried out in the future.

#### **5.2 Summary of Findings**

The study involved 127 individuals whereby 109 respondents successfully returned the questionnaires amount to 85.5% positive response rate. The findings indicate that there was a less significant gender parity on the OVOP since 48.6 percent of the respondents were male while 51.4 percent were female. The study also found out that more than 50% agrees that participative training, participative leadership, good policy formulation and planning and M&E influence success implementation of OVOP projects in Kisii County.

#### **5.3 Discussion of Findings**

The purpose of this research project was to investigate the influence of participative management strategies on the success of the implementation of OVOP projects in Kisii County. From an analysis and review of the research data and additional data gathered through questionnaires, the following became apparent.

From objective one that sought to determine the influence of participative training in the implementation of OVOP projects, the following results were arrived at. 65.4 % have received training. OVOP respondents indicate that, 75.2% of the group members have been trained on management skills; Marketing (66.1%), food processing (64.2%) finally followed by product packaging (56%) in descending order. A total of 148 responses were received from 109 respondents. The excess 39 responses indicated that they received training from more than one organization. NGOs (56.1%) and Government Extension programme (29.7) provided a greater percentage of training than financial institutions (7.4%) and University (6.8%) held least training of less than 10% each. The findings also indicate that the NGOs and Government have 85.8% facilitated OVOP training. In addition, on a rating scale of a number of statements related to effectiveness of training responses were as follows: Over 92% of OVOP training received deemed effective on the implementation of OVOP projects in Kisii County. This indicates that training received was relevant and provided the necessary skills best effective practice in implementation of OVOP. Response from participative involvement of the group on training indicates a positive response rate of 92.7 %. This clearly simulates that there was active participation of the group on training of OVOP projects in Kisii county. There is a small percentage of about 7.3% who indicated that they were not actively involved either directly or indirectly in the training.

This indicates that all the trainings have a significant relationship between participative management strategies on the successful implementation of OVOP projects in Kisii County.

In relation to the second objective which sought to examine the influence of participative leadership in the implementation of OVOP projects in Kisii County. In Kisii County, findings show that a large proportionate of members indicated that there is a clear leadership structure within the OVOP groups holding 95.4% of the entire response. 4.6 % indicated that there is no clear leadership structure in the OVOP groups. Based on leaders get to their position, findings provide that 97.2% of the respondents in the OVOP group agreed that they do elect their leaders. 2.8% indicated that leaders in the OVOP groups are selected.

However, none of the respondents indicated that there is a revolving system (in turns) in getting leadership positions in the OVOP. In addition the finding based on management style mostly used in OVOP indicates that, 78.9% of the respondents indicated that their group uses

Laissez-faire as a management style, 18.3 % of the respondents indicated that they use Authoritative style, while 2.8 % indicated that they use Dictatorial management style in their respective groups. The findings further indicate that the management style that is mostly used in the group is Laissez-Faire.

On a rating effectiveness of leaders in managing the group the findings shows that, in the group rated their leaders as Very Effective (17.4 %), Abit Effective (12.8%), Effective (68.9%) and those rated as Not Effective (0.9%). The findings further indicate that 99.1% of the total respondents rated their leaders effective to the task, hence providing that there is a significant relationship between effective leadership and implementation of OVOP projects in Kisii County.

On the third objective that sought to determine the influence of policy participative policy formulation on implementation of OVOP projects in Kisii County. From the findings, 95.4% there is planning and scheduling of the activities within the OVOP projects. While 4.6% of the respondents indicated that there was no planning and scheduling of OVOP activities. In addition, findings based the frequency of stakeholders meeting to deliberate on OVOP projects indicates that, stakeholders hold meetings to deliberate issues on OVOP project as follows: Very Often (47.7%); Often (27.5%) and Rarely (24.8%). However, there was no response that indicated that stakeholders meeting to deliberate on the OVOP projects have never been conducted. The study further indicates stakeholders meetings are conducted to deliberate on OVOP project. Findings shows that participative policy formulation and planning contribute to successful implementation of OVOP projects

In relation to the fourth objective that sought to establish the influence of participative monitoring and evaluation on implementation of OVOP projects in Kisii County, that 118 responses were obtained during the study, this clearly shows out of 109 respondents, there were those respondents who gave more than one response in respect to the organization in-charge of M&E.

As per the findings based on the organizations in charge of M&E indicates that NGO (JICA) holds the highest percentage of 58.5% as an organization in charge of M&E, Followed by Government Officials (34.8%); While Community leaders and Financial institutions hold 4.2 % and 2.5% respectively.

In addition, findings based on availability of persons with M&E skills to advice on OVOP projects indicate that, respondents agreed that people have relevant M&E skills available for implementation of OVOP projects in Kisii. On the other hand, findings indicate that some respondents of about 18.3 % from the group do not have M & E skills .

Based on existence on effective M&E indicate that 89.9% of the respondents feel that there is effective M&E of OVOP projects in Kisii County, while 10.1% of the respondent indicate that there is no effectiveness in M&E of the OVOP projects. Findings further indicate that about 90% of the respondents accept that there is a significant relationship between M&E on effective implementation of OVOP projects in Kisii County.

## **5.4 Conclusions**

From literature and research finding the researcher concluded that training is paramount so that the OVOP to enhance overall global thinking by using locally available resources in the community and transforming them to globally marketable products through value addition.

Based on self-reliance and creativity, sustainability of OVOP projects by the people of Kisii County creativity and innovativeness is needed to ensure that they have that they have incredible power to do more.

The researcher also concludes that wide level of community participation empowers the community and demonstrates good leadership and gender parity.

Finally, the researcher concludes that participative training, good policy formulation and planning, with inbuilt M&E is credible and an outstanding participative leadership has yielded a greater influence in the implementation of OVOP projects in Kisii County

## **5.5 Recommendations**

Based on the findings of the study from the respondents in the field and the literature review, the researcher recommends that the relevant government bodies, the NGOs, financial institutions, and universities handling OVOP projects should ensure adequate training, clear policy formulation and planning and leadership is evident to enhance continuity and sustainability of the projects.

Finally the researcher recommends other research to be done based on financial sustainability of the OVOP projects.

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## APPENDIX I: Research Questionnaire

Please respond to the following questions in part A, B, and C to the best of your ability and as per the instructions in each part.

### PART A: GENERAL INFORMATION

Please tick or write where appropriate.

1. Sex

Male [     ]

Female [     ]

2. Age

20 – 30 [     ]

31 – 40 [     ]

41 – 50 [     ]

51 and above [     ]

3. Do you belong to an OVOP group?

i Yes [     ]

ii No [     ]

4. Do you have any leadership role in the group?

i Yes [     ]

ii No [     ]

If Yes

Specify \_\_\_\_\_

5. How long have you been in the group?

- i) 1-5 Years [     ]
- ii) 5-10 Years [     ]
- iii) 10-15 Years [     ]
- iv) 15-20 Years [     ]

## **PART B: TRAINING**

6. What type of training have you ever received?

- i) Management Skills [     ]
- ii) Product Packaging [     ]
- iii) Marketing [     ]
- iv) Food processing [     ]

Any other \_\_\_\_\_

7. Which organization offered the training?

- i) University
- ii) Financial Institutions
- iii) NGO's i.e JICA
- iv) Government Extension Programme

Any other \_\_\_\_\_

8. How do you rate the trainings on effectiveness of implementation of the knowledge

acquired?

- V. Good [     ]
- Good [     ]
- Fair [     ]

Poor [      ]

7. Are the members of the groups actively involved in these trainings, either directly or indirectly?

Yes [      ]

No [      ]

## **PART C: LEADERSHIP AND PARTICIPATION**

11. Do you have a clear leadership structure in the groups?

Yes [      ]

No [      ]

If Yes

12. How do leaders get to their positions?

Election [      ]

Revolving Systems (In turns) [      ]

Selection [      ]

Any other \_\_\_\_\_

13. How do you rate effectiveness of leaders in managing the groups?

Very Effective [      ]

A bit Effective [      ]

Effective [      ]

Not Effective [      ]

14. What kind of management do you think your group leaders uses mostly?

Laissez-faire [      ]

Authoritative [      ]

Dictatorial [      ]

## **PART D: MONITORING AND EVALUATION**

15. Do you feel there is effective monitoring and evaluation of OVOP projects?

Yes

[ ]

No [ ]

16. Who is in charge of the process of monitoring and evaluation in the projects?

Government Officials [ ]

NGO i.e JICA [ ]

Community Leaders [ ]

Financial Institutions [ ]

Any other \_\_\_\_\_

17. How often do you have stakeholders meeting to deliberate on OVOP projects progress in your area ?

Very Often [ ]

Often [ ]

Rarely [ ]

Never [ ]

18. Is there planning and scheduling of the activities to take place?

Yes [ ]

No [ ]

19. Are people with relevant monitoring skills available to advice on OVOP project progress?

Yes [ ]

No [ ]

**THANK YOU**

**APPENDIX II : WORKPLAN**

Activities	Time						
	nov-dec2014	jan 2015	Feb 2015	March 2015	April 2015	May 2015	June –July 2016
Preparation of proposal	■						
Presentation to department		■					
Corrections		■	■				
Presentation to the faculty		■	■				
Corections							
Presentaion and first defense of proposal				■			
Presentation to graduate school					■		
Apply for permit and other requirements					■	■	
Preparation of tools of study						■	
Data collection						■	
Data processing and analysis							■
Final report writing							■
Final defense and submission							■

### APPENDIX III: BUDGET

Core Activities	Items	Cost per unit	Total (kshs )
Proposal Preparation and Defense	Stationery	Papers/ books/pens/photocopies	8,000
	Typing and Editing	printing@30 page proposal	4,000
	Internet Browsing	Data bundles @1500monthly for 4 months, visit to library @4months travel @2000monthly	6,000
		Subsistence @3000	8000
			12,000
Presentation at Department Faculty	Presentation at the department / Correction	Travel / subsistence	6,000
		Editing and printing	2,000
	Presentation at the faculty & correction	Traveling / subsistence	6,000
		Editing and printing	2,000
<b>Sub Total for proposal preparation</b>			<b>54,000</b>
Preparation for Fieldwork	Applying for permit	Fee for permit	4,000
	Familiarization of the Study area	Transport / subsistence	5,000
		Travel and subsistence	5,000
	Networking		
Preparing research tools	Preparation of data Collection instruments	Printing/ photocopies	6,000
Testing tools for Study	Pilot study	Photocopies	2,000
		Travel and subsistence	3,000
<b>Sub Total for preparation of tools of study</b>			<b>25,000</b>
Data collection and Supervision	Data collection	Travel /subsistence@ 3,000 for 10 days	30,000
	Supervision fee	2visits @ 5,000	10,000
Data processing and analysis	Editing and coding Data Analysis	Cost for data analyst/clerks	30,000
<b>Sub Total for Data collection</b>			<b>70,000</b>
Submission of thesis	Final report writing	Stationery expenses	5,000
	Photocopies /binding	8 copies @500	4,000
	Travel cost	Transport/ subsistence	3,000
<b>Sub Total for preparation of final report</b>			<b>12,000</b>
<b>Total Costs</b>			<b>161,000</b>
<b>10% contingencies</b>			<b>16,100</b>
<b>Grand total</b>			<b>177,100</b>

Source: Researcher

## APPENDIX IV: Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
"S" is sample size.

Source: Krejcie & Morgan, 1970



## APPENDIX V: AUTHORITY LETTER



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

Telephone: (+254) 0721246929  
(+254) 0773215991

P.O BOX 2461-40200

KISII, KENYA

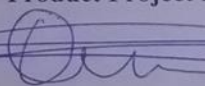
Our ref: UoN/Cees/Sede/Dems/Ksi/17/46 vol. 1

Date 18/10/2016

Dear Sir/Madam

**RE:DATA COLLECTION.**

Stanley Koske Sawe Reg No.L50/82198/2012 is a student at the University of Nairobi, College of Education and External Studies, Department of Extra-Mural Studies, pursuing a course leading to the award of a **Masters of Arts in Project Planning and Management**. For the course to be complete, he is required to carry out a Research Study. Therefore, the purpose of this letter is to kindly request you to accord him necessary assistance in getting information that will enable him carry out the Research work. His area of study is titled "**Influence of Participative Management Strategies on the Success of Implementation of one Village one Product Project in Kisii County.**"

  
Dr. Moses M. Otiendo,  
Resident Lecturer,  
Kisii Extra-Mural Centre.



ISO 9001:2008 CERTIFIED

*The Fountain of Knowledge*  
*Providing leadership in academic excellence*

## APPENDIX VI: NACOSTI Research Permit

**THIS IS TO CERTIFY THAT:**  
**MR. STANLEY KOSKE SAWE**  
**of UNIVERSITY OF NAIROBI, 3513-40200**  
**KISII, has been permitted to conduct**  
**research in Kisii County**  
**on the topic: INFLUENCE OF**  
**PARTICIPATIVE MANAGEMENT**  
**STRATEGIES ON THE SUCCESS OF**  
**IMPLEMENTATION OF ONE VILLAGE ONE**  
**PRODUCT PROJECT IN KISII COUNTY**  
**for the period ending:**  
**7th November, 2017**

**Permit No : NACOSTI/P/16/65110/14427**  
**Date Of Issue : 7th November, 2016**  
**Fee Received : USD 9.73**



**Applicant's Signature**

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

## APPENDIX VII: Research Authorization Letter



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

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

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

Ref. No: **NACOSTI/P/16/65110/14427**

Date:

**7<sup>th</sup> November, 2016**

Stanley Koske Sawe  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of participative management strategies on the success of implementation of one village one product project in Kisii County,”* I am pleased to inform you that you have been authorized to undertake research in **Kisii County** for the period ending **7<sup>th</sup> November, 2017**.

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

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

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

Copy to:

The County Commissioner  
Kisii County.

The County Director of Education  
Kisii County.

*National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified*

**APPENDIX VIII: List of Active OVOP Groups in Kisii County**



REPUBLIC OF KENYA



MINISTRY OF INDUSTRY, TRADE AND CO-OPERATIVES

Telephone: +254-(0)58-31714

When replying quote please quote

Ref. No:

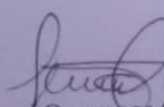
DISTRICT INDUSTRIAL DEVELOPMENT OFFICE

Date: 27/07/2016

OVOP GROUPS (AGRI-BUSINESS GROUPS) VALUE ADDITION

NOs	GROUP	BUSINESS	ADDRESS	LOCATION
1	Nyankorora Youth group	Banana products	0729146533	KIRDI – ATC
2	SMOLAR Self help group	Soap stone	0722473242	Tabaka
3	Ebate Adult Women Group	Pineapple	0720361087	Ebate
4	Kabondo Silk Women project	Silk	0724484131	Nyapalo Homabay
5	Getionko Self Help Group	Avocado Soap	0710935149	Riengoncho
6	Suneka Jua Kali Association	Vegetable drying	0722262164	Suneka
7	Tabaka Dairy Group	yoghurt	0728496165	Nyabigege Tabaka
8	Etono Self Help Group	Juice Making Jaggary	073355154	Nyamarambe
9	Mosinya Bee Keeping	Honey	0716087676	Nyachenge
10	Angaza Youth Group	Banana Crisps and juggary	0715209813	Nyakembene

COUNTY INDUSTRIAL DEVELOPMENT  
OFFICER - KISII COUNTY  
P. O. Box 3513 - 4020 KISII  
Date: \_\_\_\_\_ Sign: \_\_\_\_\_

  
Shem Omwenga Obiero  
For county Industrial Development Officer