FACTORS THAT INFLUENCE MANAGEMENT OF PROJECTS TARGETING GIRL CHILD: A CASE OF GIRLS PROJECTS IN NAIROBI COUNTY, KENYA

BY

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DECLARATION

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

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

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DEDICATION

To my loving mother Teresia Nduume who brought me up.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO: Community Based Organization

CDF: Constituency Development Fund

CDP: Community development project

CDW: Community Development Worker

GOK: Government of Kenya

IFRCRCS: International Federation of Red Cross and Red Crescent Societies

KNBS: Kenya National Bureau of Statistics

NGO: Non- Governmental Organization

PMC: Project Management Committee

PRA: Participatory Rural Approach

RRA: Rapid Rural Approach

SWOT: Strengths, Weaknesses, Opportunities and Threats

UNDP: United Nations Development Programme

UNESCAP: United Nations Economic and Social Commission for Asia and the Pacific

UNICEF: United Nations Child Education Fund

PAP: Poverty Alleviation Project

PM&E: Participatory Monitoring and Evaluation

ABSTRACT

Projects targeting girl child fall under community-based projects that are initiated by people who live and work together joining hands to respond to community identified needs and promote civic engagement. The main assumption of community-based projects is that locals are the best judges of how their lives and livelihoods can be made better and can organize themselves to provide for their immediate needs when given the a necessary resources and information. Community-based projects are motivated and built around the people's trust and advocate for the changing of their own environment as a powerful force for development. Community development is about capacity building that enables the members to identify opportunities and together develop strategies for exploiting these opportunities. Community based projects seek to empower local community groups and institution by giving the community direct control over investment decisions, project planning, execution and monitoring which is realized through a process that emphasizes inclusive participation, management and implementation of the projects. Most of the projects targeted on the girl child experience major hurdles in their life cycle and barely overcome the implementation stage. The major factors contributing to this trend have not been clearly understood. Consequently, this limits the ability of development workers and development partners in executing successful and sustainable projects. The objectives of the study are to investigate the influence of leadership styles, management of financial resources, staff training and strategic planning for sustainability on management of projects targeting girl child. Four research questions were formulated to guide the study. The total population for this study consisted of 467 community based projects in Nairobi County that are targeting girl child with a sample size of 214 project managers that were selected for the study. The study used a descriptive survey design and simple random sampling in selecting the respondents. Data was collected using structured questionnaires. Descriptive statistics were used to analyze data and Statistical Package for Social Sciences (SPSS) was used as an aid for analysis. Results of analyzed data were then presented in frequency tables and charts. The results show that leadership styles contributed positively to management of projects targeting girl child but this contribution was not statistically significant. The results also show that management of financial resources significantly and negatively contributed to management of projects targeting girl child. The study revealed that staff training positively and significantly contributed to management of projects targeting girl child. The study also established that strategic planning positively and significantly contributed to management of projects targeting girl child.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Projects targeting girl child fall under community-based projects that are initiated by people who live and work together joining hands to respond to community identified needs and promote civic engagement. It is a partnership that, when achieved, has long-term benefits for the community and those who may visit it. Community projects improve the look, attitude and unity of the local communities. Community-based projects are recognized in nearly every community as a strategy to respond to a challenge or an opportunity affecting the locals in a community. They are amongst the fastest mounting instruments for routing development aid Mansuri and Rao (2004). The projects effectively incorporate recipients in their outline and administration and groups have coordinate control over key venture choices and in addition the administration of assets. The majority of group based ventures cover a wide assortment of various zones inside a group or a gathering of systems administration elements.

The fundamental presumption of group based activities is that groups are the best in judging how their lives and employments can be enhanced and can sort out themselves to accommodate their quick needs if gave sufficient assets and data. As indicated by Mbilinyi and Gooneratne (1992), independence has been progressed as a practical option procedure to ward advancement and has been seen as an example of community based and participatory approaches which have evolved from basic decision making concerning allocation of resources remaining in the hands of the government and donor while local people provide labour, land, money, water, tools and other local resources in projects they have not initiated and have no control.

Community-based projects are motivated and built around the people's trust and advocate for individuals changing their own surroundings as an intense compel for improvement (Naidoo and Finn, 2001). Furthermore, such tasks can likewise be bolstered by reinforcing and financing group bunches, encouraging group access to data, and advancing an empowering domain through relevant policies, guidelines and implementation frameworks (Dongier, 2002).

Community development is about capacity building that enables the members to identify opportunities and together develop strategies for exploiting these opportunities. For one to confirm community development there has to be positive change that impact positively to the living standards of the people in the long run. Gitonga (2012) posits that projects enable communities to set achievable goals for their development activities. Mulwa (2008) points out that CBO's are voluntary associations where people organize together in order to mobile the potential of their collective power.

Community based projects try to enable neighborhood group gatherings and establishment by giving the group coordinate control over speculation choices, extend arranging, execution and observing which is acknowledged through a procedure that underlines comprehensive support, administration and usage of the undertakings (Haider, 2009). Fruitful usage of such activities might be influenced by how well heterogeneity is overseen, by what assets and methodologies are accustomed to unite groups and how successfully the interests and contrasts of the individuals are managed (Mansuri and Rao, 2004).

All community based projects are distinctive somehow; the size and extent of these undertakings is resolved firstly by the group they take into account. One imperative sub-division of group based tasks is one of a financial nature intended to make some kind of monetary self-rule. They start when a little accumulation of propelled people inside a group meet up with a mutual worry on how their group can react to the difficulties and openings.

1.2 Statement of the Problem

Community based approaches to development have been used to address problems afflicting the society such as poverty, hunger, illiteracy and diseases. This have seen government agencies, donors and individuals come up with projects targeting particular issues they identify with in the community. Projects targeting girl child are not any different. There are projects seeking to empower girls through education, sanitation and mentorship. Various development partners, private individuals and even government agencies have come up with projects or supported existing projects targeting to uplift girl

child. However, despite all the efforts from the various development partners, most of the community based projects experience major hurdles in their life cycle and barely overcome the implementation stage. An impact assessment on community funded projects demonstrated that exclusive few tasks were mostly dynamic, while the rest had gotten to be dead and couldn't be followed after end of financing (Wabwoba and Wakhungu, 2013).

In the study area, most of the projects have been unsuccessful and others struggle to continue and sustain benefits expected from the them. Successful implementation of such projects has therefore not been achieved despite major efforts from various development partners. To address this challenge, it is imperative to understand factors that influence management of projects targeting girl child. It is because of this background that it has became necessary to assess the factors influencing management of projects targeting girl child in Nairobi County.

1.3 Purpose of the Study

The reason for the study was to assess the factors that influence management of projects targeting girl child: A case of girls projects in Nairobi County, Kenya.

1.4 Objectives of the Study

i. To establish the extent to which leadership styles influence management of projects targeting girl child in Nairobi County
ii. To establish the extent to which management of financial resources influence management of projects targeting girl child in Nairobi County.
iii. To assess how staff training influence management of projects targeting girl child in Nairobi County.
iv. To determine the extent to which strategic planning influences management of projects targeting girl child within Nairobi County.

1.5 Research Questions

The study was guided by the following research questions.

i. To what extent does leadership styles influence management of projects targeting girl child in Nairobi County?
ii. How does management of financial resources influence management of projects targeting girl child in Nairobi County?
iii. How does staff training influence management of projects targeting girl child in Nairobi County?
iv. To what extent does strategic planning for management influence projects targeting girl child in Nairobi County?

1.6 Significance of the Study

This study will bring out useful information for community development officials including project leaders, county representatives, social laborers, group advancement specialists, province board individuals, metro associations and other government authorities about difficulties confronting group based tasks. It might give pertinent data to government authorities in charge of advancement of arrangements, rules and execution systems for the administration of group based improvement ventures.

This study may add to the current learning, address and give the foundation data to research associations, singular scientists and researchers who need to do encourage explore around there. The study helps specialists and academicians to grow their exploration into the variables affecting effective usage of group based undertakings in Nairobi County and also whatever remains of the 46 counties within Kenya.

1.7 Delimitations of the Study

The study covered girls' targeted projects in Nairobi County. The study delimited itself to girl child projects within Nairobi County.

1.8 Limitations of the Study

There were limitations of the study especially in obtaining data. The targeted respondents were reluctant to provide information. The researcher assured them of confidentiality. Many projects in Nairobi County address multiple problems and therefore it was hard to

isolate girl child projects within Nairobi. The researcher sought the help of NGOs Coordination Board in obtaining a list of girl child projects.

1.9 Basic Assumptions of the Study

This study presumed that participants would be accessible for the research and would give the accurate and valid information that would assist in getting valid data.

1.10 Definition of Key Terms

Community based Project: Refers to a specific undertaking whose membership is drawn from the local community whether registered or not, where members have control over key decisions in the implementation of and capital investment.

Community Participation: Refers to active or passive involvement in the process of project implementation.

Local politics: Refers to concerns of power and status in activities of the project at the most basic level.

Project implementation: Refers to the situation where a project meets its objectives within the required timelimes, budgets and scope and satisfies the anticipated beneficiaries

Institutional capacity: Refers to skills, competencies and facilities necessary to enable a project work towards its objectives.

Sustainability: Refers to long-term positive impact of an intervention as a result of proper planning.

Leadership Style: Refers to the process of creating a vision for the others and translating that vision into reality

Strategic planning: Refers to an organizational management activity that is used to set priorities, focus energy and resources, streng-then objectives and ensure that employees and other stake holders are reading from the same script.

Staff training: Refers to programs designed for equipping employees with specific skills

1.11 Organization of the Study

This study was organized into five chapters. The first chapter contained the background of the study, statement of the problem, purpose of the study, objectives, research questions, importance of the study, limitations and delimitations, basic assumptions of the study and the organization of the study.

In the second chapter, literature was analysed in the following order; a general review of leadership styles influence on successful implementation of girls targeted projects, the influence of management of financial resources on successful project implementation, influence of staff training on successful implementation of girls targeted projects and how strategic planning for sustainability is addressed for successful implementation of girls targeted projects. The chapter also presented a theoretical and conceptual framework showing the variables and the various indicators.

Chapter three clearly brought out the methods used in the study and includes research design, target population, sample size and sampling techniques, research instruments, questionnaires, validity of the instruments, reliability of the instruments, and finally pilot test. The chapter also presented the operationalization of variables table.

In the fourth chapter, the interpretation of data, its analysis and final presentation is analyzed.

In the fifth chapter, a summary of findings, discussions of findings, conclusions, recommendations and suggestions for further studies have been explored.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter presents reviewed literature. This review was based on the themes of the study that included leadership styles, staff training and strategic planning.

2.2 Management of Community Based Projects

Successful community development projects improve livelihood of targeted population. Results from the 2006 National Council of Community Based Organizations (NCCBO) overview, demonstrated that there were a sum of 26027 enlisted CBOs in Kenya executing the Millennium Development Goals and key usage organs of the national Vision 2030 utilizing exactly 0.8 million individuals and contributed more than 1.4 % of every single new occupation made in the nation. CBOs have progressively turned into the key target gather for actualizing advancement ventures at the grass root level which addresses individuals' issues. Thus, giving access to administrations is not just considered a pre-condition for destitution mitigation, additionally considered as a technique for enabling groups (Karanja, 1996). It is normal that by the year 2030, Kenya will be changed to a recently industrialized country. On the off chance that the nation needs to make this jump, then the CBOs and other non-legislative associations are relied upon to assume a key part in this change.

The maximum capacity of the CBOs has yet to be tapped because of the presence of various requirements, for example, absence of arranging, despicable financing and poor administration (Longenecker et al., 2006). Poor administration has likewise been recognized as a standout amongst the most genuine requirements confronting CBO extends and frustrating their productivity (Oketch, 2000). CBOs have ventures that should create salary to finance their operations furthermore address the issues of their recipients. Most do not meet this prerequisite because of difficulties in their money related administration rehearses, limit building, extend administration practices and group cooperation.

2.3 Leadership Styles in Management of Community Based Projects Targeting Girl Child

Leadership can be characterized as the way toward making a dream for the others and making an interpretation of that vision into reality. It is about impact and rousing others Armstrong (2008). Initiative is among the imperative elements affecting task execution. Administration viability is judged by breaking down the conduct and state of mind of subordinates. Presently there is an advancement hole which exists in association. Senior pioneers have begun to put more accentuation on administration advancement since they have understood that present initiative ways to deal with improvement are not functioning admirably. Procedures prevailing in associations are however not meeting the objective objectives (Ulrich, Zenger and Smallwood, 2009). Improvement projects doing initiative in nations, for example, Canada, have so far helped in building successful ability expected to impact group extend usage in their associations (Hewitt, 2002).

Administration, both a science and a workmanship, includes between relating with individuals. The art of administration creates substantial ideas, standards and procedures to direct the everyday practices of pioneers to realize more unsurprising final products. It is by and large acknowledged that compelling authority is required for acknowledgment of maintainability in group improvement in country zones to accomplish financial movement for Nigeria (Guardian Newspapers, 2008).

Moreover, initiative part as an establishment of association advancement and skill can be taken a gander at as far as shared qualities and vision. In economies which are data based, people are fundamental component which influence long haul conduct of an association and once in a while the general execution. In lion's share of Ghanaian country regions, there is fair race of neighborhood pioneers who speak to different parts of the group and it gives the chose pioneers opportunity to settle on successful choices which guarantee group undertakings are actualized as required. Specialists are fundamental operators of progress in the process outfitted for selection of good values. The best way of incorporating qualities in associations by way of cooperation of staffs as it were. Measures and approaches are typically made by the high administrators and the work of

staffs is to disguise these arrangements and techniques for supportability of astounding execution by the association (Epstein, 2008).

Initiative clarifies the way toward managing other individuals to disguise and acknowledge what should be done and methods for doing it adequately and the methodology of help of people and gathering endeavors to meet group and shared objectives (Yukl, 2002). Administration which is transformative in nature is ordinarily guided by four ideas which are interrelated. Transformative administration is particularly applicable in upgrading execution among people out in the open division in Kenya. Overwhelming capacity of business visionary may help directors in rehearsing transformative administration. In view of the little size of the firm, a business person gives vision and what to do and in conclusion viably pass his/her objectives to each worker actually (Epstein, 2008).

Popularity based initiative empowers gather individuals to uninhibitedly express their assessments and emotions since they hold that it will guarantee singular imagination and responsibility. They additionally permit joint basic leadership and upgrade it. Vote based/participative initiative trust that laborers working all in all in a gathering will bring about more possibilities being acknowledged (Parker and Craig, 2008).

Magnetic pioneers are accepted to be as a consequence of adherent discernments that are influenced by genuine normal for their pioneers. As per Roberts and Barrar (2002), different hypotheses managing appealling pioneers exist. Despite the fact that, they are not the same regarding their meanings of magnetic authority, they all share fundamental presumptions of charming initiative. These sorts of pioneers put into practice practices which upgrade their skill and they have extraordinary desires of their supporters' execution while in the meantime having trust in their adherents.

Charming initiative style can be likened with characteristic approach at the same time, essential contrasts separate them. Attribute approach bargains significantly with pioneers and charming authority hypotheses see the significance of association among pioneers, their devotees and circumstance, (Nielsen and Daniels, 2012). Appealling pioneers have a solid convictions and it is mostly impact by the circumstance. Albeit, charming have

more advantages, there are likewise shrouded awful sides of appealling initiative which are frequently escaped the general population. In view of more individual power and power given to these pioneers, they can some of the time be manipulative, heartless, oppressive and may make a negative picture of the association (Rosario, 2000).

Transformational initiative style is primarily worried with supporters' execution and also building up their most extreme potential (Dirks and Ferrin, 2002). Four components have been connected to this sort of administration and they incorporate admired impact, inspiration which is uplifting, incitement which is scholarly and contemplations of people. Glorified component otherwise called allure, clarifies interesting people and who dominant part of individual need to take after just normally. Appealling pioneers are good examples and all the more regularly are individuals of high good and moral principles in the general public or association. Magnetic pioneers are exceptionally regarded by their adherents and give their devotees vision (Dvir, Eden, Avolio and Shamir, 2002).

Persuasive inspiration clarifies a pioneer who offers motivations to his/her supporters with the goal that they can be focused on his/her vision in an association. This is acknowledged by utilize images utilize and speaking to supporters candidly so that their vitality and consideration is centered around objectives and destinations of the association. Scholarly incitement then again incorporate authority by urging devotees to innovatively build up their potential by urging supporters to challenge their stands and the convictions of the pioneers and in addition of the association, (Burke, Sims, Lazzara and Salas, 2007). Scholarly incitement energizes and bolster devotees in breaking down their issues and concocting arrangements and in this manner supporters can create critical thinking aptitudes. Finally, singular thought characterizes a pioneer who improve great environment for his/her devotees (Greenleaf, 1998).

Hireling initiative style was produced by Robert K. Greenleaf and he is credited for it. Worker administration has the establishment on the possibility of hireling as the pioneer or pioneers with obligations to work with their supporters. It was produced to relate before Catch 22s of authority. Achievement of errand is the principle locus point at the same time, it takes note of that pioneers ought to know social ramifications which are

connected with achievement of assignments. Administration adequacy and proficiency are likewise accorded significance in this model. Hireling administration put more concentrate on moral practice (Chin, Marcolin and Newsted, 2003).

2.4 Management of Financial Resources in Projects Targeting Girl Child

Mobilization of resources is the way toward framing swarms, gatherings, affiliations and associations for the quest for aggregate objectives. Associations don't develop suddenly however require the preparation of assets. In cutting edge industrialist society, these assets are free streaming and are simpler to activate than in the more conventional social orders. There are different asset needs in beginning an association, that is innovation, work, capital, authoritative structure, societal support, authenticity and so forth the right blend of these assets are not generally accessible. Stinchcombe (1965) sets that hierarchical advancement appears to happen in spurts took after by long stretches of security.

Magano (2008) traces that subsidizing is the component that could decidedly add to the achievement of the venture and showed that the monetary need of the venture ought to be reflected in both the arranging and execution recommendations. In measuring the achievement and disappointment of neediness lightening ventures, accessibility of venture financing extraordinarily concentrating on contrasting the measure of cash required with begin the venture with that got ought to be viewed as (Tshitangoni, Okorie and Francis, 2010). The accessibility of nonstop subsidizing, straightforwardness and devotion of individuals from administration are likewise viewed as achievement variables of neediness lightening ventures (PAPs). Tshitangoni (2010) demonstrated that absence of fundamental business practices, for example, record keeping and poor business records affected contrarily to destitution easing ventures and came about because of absence of preparing on business administration aptitudes.

An article by Duggan (1999) expressed that keeping in mind the end goal to augment

gainfulness and rate of profitability, venture administrators require a working information of essential fund bookkeeping ideas like money saving advantage investigation, planning, make back the initial investment examination and determining. As indicated by Meredith and Mantel (1995) the accompanying monetary elements may affect emphatically or potentially adversely on tasks: productivity, net present estimation of the speculation; affect on money streams; money prerequisites; time until equal the initial investment; sizes of ventures needed; affect on regular and repetitive changes; cost of getting frameworks up to speed and level of budgetary dangers.

As indicated by the World Bank (1999) budgetary administration unites arranging, planning, bookkeeping, money related reporting, interior control, reviewing, acquirement, dispensing and the physical execution of the venture with the point of overseeing task assets legitimately and accomplishing the advancement destinations. As per Ravhura (2010) it is basic that group advancement ventures (CDPs) begin with money related and demonstrates that group improvement ventures at Mutale Municipality utilized assets for different reason without the arrangement. Ravhura (2010) assist demonstrates that the monetary arrangement would help with disposing of the arbitrary utilization of venture cash, which adds to the botch of assets.

It is critical to build up conventions for the payment of assets, acquisition, money related administration and straightforwardness (Haider, 2009). Haider assist demonstrates that money related administration preparing is required despite the fact that endeavors ought to be made to disentangle accounting. The abuse of assets is a hazard when budgetary administration duties are exchanged to nearby groups that endure powerless limit and preparing ought to be done close by with methodology to guarantee straightforwardness which incorporate the utilization of various neighborhood members who sign for the receipt of assets and acquirement, support for monetary records and additionally free to and consistent assessments of the records (Haider, 2009).

The World Bank (1999) promote shows where money related administration is the basic element for venture achievement and that sound venture monetary administration gives basic data required by the individuals who oversee, execute and administer ventures, alongside government oversight offices and financing foundations; solace required by the borrower nation, loan specialist as well as the contributor group that assets have been utilized effectively and for the reason proposed and an obstruction to misrepresentation and debasement, since it gives inner control and the capacity to rapidly recognize abnormal events and deviations.

Most people group methodologies are financed through portions rather than once off expansive awards. Delays in installments make issues for program administration and can bring about disappointment, frustration and losing the backing of beneficiaries, and lacking financing will result to more conspicuous negative impact (Haider, 2009). The development and archiving of records is crucial to the operation of the organization structure and there is a comprehended supposition that records are being made and kept open to support each period of the organization cycle. It was again exhibited that records must be spared and organized basic get to in light of the fact that they give the paper authenticity based on the accounting structure. Records should be made for each money related exchange (World Bank, 1999).

As per Mulwa (2008) the raising support systems for the group based associations in Kenya have shifted from carousels, smaller scale credit and reserve funds plans, consultancy, serves, show and uncommon occasions, harambees and gift subsidize. In any case, there are others like general society, private segment associations, the corporate social duty and the administration subsidizing, either through an organization or straightforwardly and in addition benefactor bolster. Diverse wellsprings of assets, depending with the PMCs technique, will impact specifically or by implication, the execution of the group based ventures because of the conditions that run with them and in addition the volume every methodology is probably going to win. Projects require funding. Funds form one of the major resources that enable day to day operations of most

of the community based projects. It is however important to point out that due to poor fund management most projects fail to meet their budget constraints and end up incomplete and of little value to communities that instituted them.

2.5 Staff Training in Management of Community Based Projects Targeting Girl Child

Many studies and examinations point absence of abilities and low level of training as an element that trade off the achievement of group ventures. In people group Based Disaster Management extends, the requirement for group preparing as per the goals of the venture is recognized as one of the key elements to upgrade manageability (Pandey and Okazaki, 2005). Pandey and Okazaki (2005) promote show that group based activity arranges and preparing enhance group critical thinking abilities.

In Thailand, the Asian Center for Tourism Planning and Poverty Reduction (2008) built up a limit building program on group based tourism extend with the point of upgrading learning and comprehension of neighborhood groups in creating group based tourism extends by sorting out instructional classes for the nearby group. One of the yields from preparing, notwithstanding information and demeanor changes, is that the group has an opportunity to do a SWOT investigation and get included in setting a group vision, heading and plan (Asian Center for Tourism and Poverty Reduction, 2008).

As indicated by Tshitangoni (2010) 27% of venture individuals don't have any formal instruction which is basic in guaranteeing venture supportability in light of the fact that informed individuals may effectively handle and actualize abilities that they get amid preparing. The people group advancement bolster extend built up in Kayes and Koulikoro had as one of its goals tending to abnormal state of lack of education influencing for the most part ladies (Nzau-Muteta et al, 2005). Preparing is vital in group advancement and incorporates activities intended to enhance the aptitudes, learning and skills of the venture group. For instance, general administration aptitude is imperative for group advancement (Knipe, 2010).

In the United States of America the new Indian Education Center was set up to give

facilitator initiative preparing to the Native American people group in the field-based mode, with the ability to connect existing administration conveyance frameworks to coming about excellent neighborhood activities to give specialized help (Miller, 1979). The points of the Center were to give initiative advancement, to give preparing to neighborhood group individuals, to give specialized help to nearby groups and to give data and dispersal administrations. The principle center was to build up the limit of nearby groups and the making of work.

Knowledge and skills are paramount in running of community based projects. Very minimal results will be achieved if projects are not run systematically and necessary skills applied in maximizing output. Project leaders and members require trainings to enable them understand issues at the level of commonness and proven result oriented procedures.

2.6 Strategic Planning in Management of Community Based Projects Targeting Girl Child

Mihelcic et al. (2003) characterizes reasonable advancement as the layout of human and cutting edge systems to ensure that humankind's use of trademark resources and cycles don't provoke to lessened individual fulfilment due either to adversities in future fiscal open entryways or to threatening consequences for social conditions, human prosperity, and nature. The way a venture is actualized can have extensive impact on its long haul supportability. For example, by cultivating participatory methodologies, staying adaptable even with unavoidable difficulties, and reinforcing the limit of partners to arrange and oversee future activities, improvement officers can guarantee that mediations lastingly affect the helpless groups they serve. Each of these standards of economical venture usage was found in the tasks went to as a feature of the contextual analyses (Jackson, 1997).

Advancement activities can happen in an assortment of circumstances. The perfect circumstance, as indicated by McDade (2004), would be first to decide the needs of the

general population (both men and ladies) themselves and afterward to center the venture, or numerous activities, on helping them in enhancing their occupations and making them more practical. Be that as it may, many tasks are all the more particularly centered around, because of the mastery of the actualizing association. Advancement help is regularly offered on a transitory premise and ventures commonly have limited time spans. However, the effects of the help and activities are expected to last. Accordingly, a test for global improvement is to accomplish long haul manageability of ventures. Truly, many activities have neglected to accomplish their planned objectives (Bishop 2001). Different components add to this marvel. One key consider is the way which activities are arranged and executed. It is basic to the achievement of a venture that different components of supportability be considered all through every phase of the venture procedure. This is especially genuine where outside association is ended after venture conclusion, similar to the case for much worldwide advancement work.

The UN assigns three mainstays of maintainability: monetary, social, and natural (UN, 2002). McConville and Mihelcic (2007) facilitate subdivide the social column into three segments: socio-social regard, group investment, and political union. The outcome is a gathering of five components, containing hones fundamental to accomplishing manageability being developed. The exhaustive arranging process empowers groups to distinguish neighborhood social, financial, and natural issues, connect with and teach the group; and advance the long haul wellbeing and supportability of the group (Kelly and Becker, 2000; Public Health Law and Policy, 2006).

2.7 Theoretical Framework

This study will be guided by social exchange theory. This theory is explained in the following section.

2.7.1 Social Exchange Theory

The theory was established in 1958 by a humanist called George Homanas and distributed in his work social conduct as trade. The hypothesis expresses that social trade

is the trading of substantial or immaterial, exercises which are either profoundly fulfilling or not between at least two individuals. After his production, numerous scholars have expounded on it and particularly Peter M. Blau and Richard M. Emerson are real donors in the improvement of this. Social trade hypothesis underlined individual practices of performing artists in their engagement with others. Despite the fact that, there are diverse methods of trade, George centered his on dyadic trade. Harold Kelley and John Thibaut are additionally refreshing for the improvement of this hypothesis by constructing their studies with respect to the hypothesis in mental ideas "dyad and little gathering". In addition, Levi Strauss is refreshing for helping this hypothesis by his work entitled, connection frameworks and blessing trade (Homans, 1961).

There are different speculations which concentrate on social trade and a large number of the social connections are centered around trade of favors either in non-material or material things. Typically a pioneer of any gathering or organization comes up through different social trades. Only a conventional show of ability and unwaveringness to the gathering may change desires of individuals concerning initiative capacity a man ought to perform inside the gathering. From that point, the individual's effects over choices inside the gathering are contrasted and others of the individuals in that gathering (Zaccaro, 2007).

Initiative parts are past straightforward and normal achievement of assignment. Authority parts incorporate; association of work, prizes circulation, arrangement of mental help and support, representation of the gathering as far as dealings with others, upgrade of objectives of the gathering agreeing circumstances and conditions. Pioneers ought to be creative when taking care of troublesome and significant issues and issues (Ugboh, 2007).

The hypothesis contends that desires among devotees are high for pioneers. Supporters of this hypothesis presume that pioneers' impact on their adherents is reliant on the pioneers' conduct as well as the way the circumstance seems to be. This hypothesis is additionally pertinent to this study since it express that pioneers have more noteworthy duties in guaranteeing that formative ventures are actualized adequately and that the group

maximally advantage from them. Pioneers shape the result of formative ventures in their regions or ranges under their control.

This hypothesis sees an association as a social framework comprising of people who participate inside a formal system, drawing assets, individuals and funds to create items. Great administration of group based tasks will guarantee proficient and successful administration of their activities and different assets for saying yields. The hypothesis will clarify the essential part that administration has influence of the general framework that makes up group based activities. This hypothesis will in this way direct in the comprehension of the essential part that budgetary administration plays in the survival and diligence of group based tasks particularly those that are focusing on young lady youngster. This hypothesis bolsters the recommendation that group cooperation influence the effective execution of the group based activities. This hypothesis will subsequently help with the better comprehension of the significance of group interest maintainability of community based projects such as those targeting the girl child.

2.8 Conceptual Framework

The research assumes that leadership styles, management of financial resources, staff training and strategic planning influence management of projects targeting girl child in Nairobi County. As an external factor, local politics could also affect the management of projects targeting girl child in Nairobi County positively or negatively. The study therefore adopted the following conceptual framework.

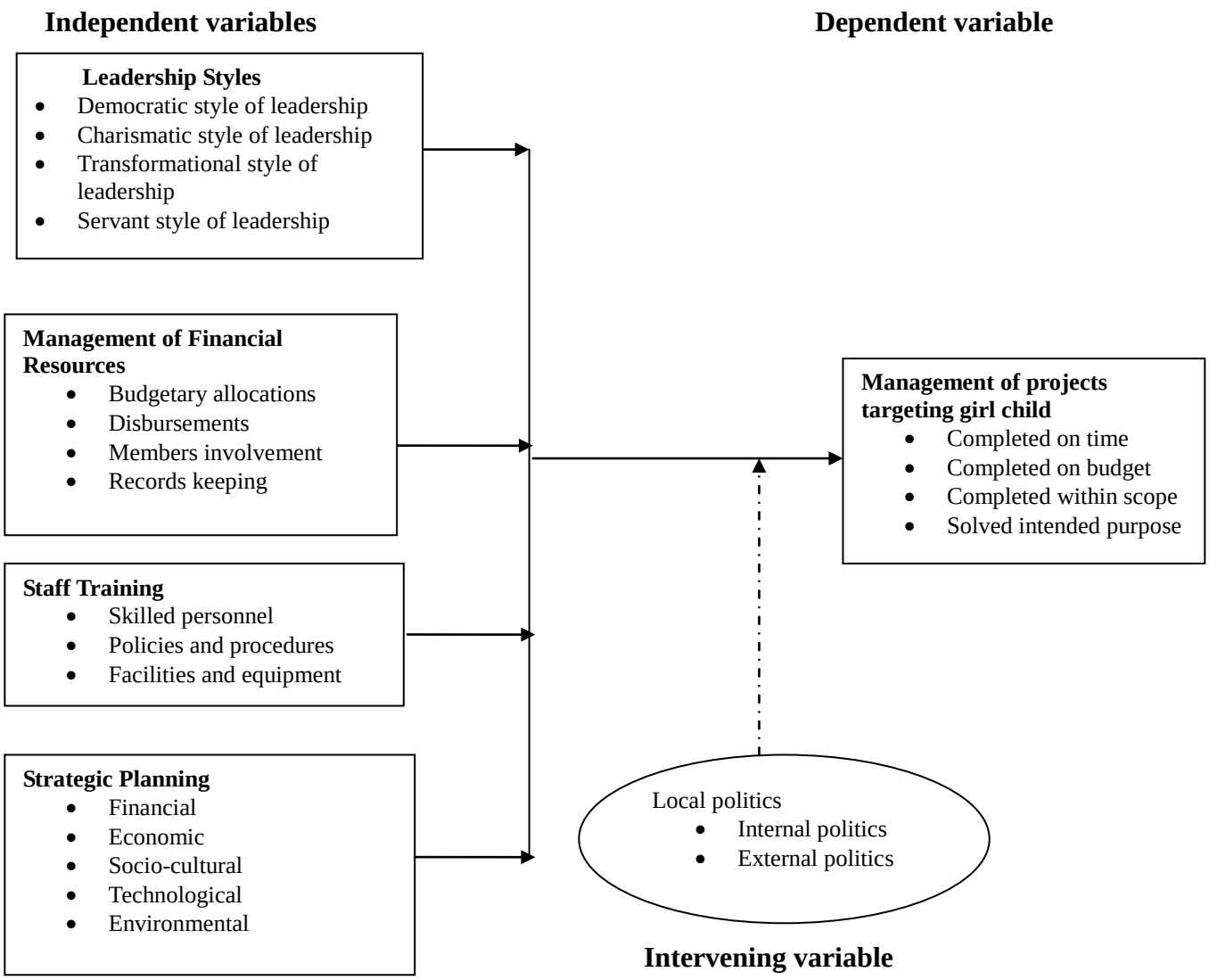

Figure 1: Conceptual Framework

2.9 Research Gaps

A project is considered successful when it is completed on time, on budget, within its scope and solved its intended purpose. However, for this to be realized, various other functions of the project needs to be addressed in planning and closely monitored to ensure that established community based projects execute the desired goals. Most researchers focus on how projects do not have best financial management practices and do not give ideas on how to fill in the gap. Also on leadership, they do not give a practical guide on how to run the organizations efficiently for maximum profits. They do not indicate how the organizations can work together with the community also to ensure

maximum returns. It is basic for venture administration writing to confusingly interweave these two separate segments of venture achievement and present them as a solitary homogenous gathering. Keeping in mind the end goal to appropriately characterize and evaluate extend achievement, a qualification ought to be made between item achievement and venture administration accomplishment, as they are not the same. Extend achievement is something significantly more unpredictable than basically meeting cost, timetable, and execution determinations. Truth be told customer fulfillment with the last result has an extraordinary arrangement to do with the apparent achievement or disappointment of undertakings. In the words, rather than utilizing time, cost and execution as measures for venture achievement, saw execution ought to be the measure. By focusing on the principle issues and issues utilizing the key achievement calculates as a concentration could have a huge effect to the adequacy of project management. Most researchers do not look at how the projects should perform after the implementation.

2.10 Summary of the Chapter

The chapter reviewed the literature on factors influencing implementation of community based projects from a global perspective narrowing down to regional and local context. The literature covered management of community based projects, leadership styles in management of community based projects, management of financial resources in projects, staff training in management of community based projects and strategic planning in management of community based projects. The chapter has also presented both theoretical and conceptual frameworks on which the study is based. This chapter ended with an outline of research gaps.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The chapter focuses on same research methods that were used during the study. It includes the following aspects; research design, population and sample, data collection and data analysis.

3.2 Research Design

A descriptive survey design was utilized as a part of this study to investigate elements affecting fruitful usage of young ladies' focused on tasks in Nairobi County. Graphic overview is a strategy for gathering data by talking and overseeing polls to an example of people (Orodho, 2003; Kothari, 2003). Unmistakable review empowers the gathering of data through polls to decide the suppositions, states of mind, inclinations and view of people of interests to the examination (Borg, 1987). Distinct outline permits the specialist to create both numerical and expressive information that can be utilized as a part of measuring the relationship between variables as well as determining their influence to successful implementation of the projects.

3.3 Target Population

According to Tuckman (1972) population is the aggregate target amass who in the perfect world would be the subject an analyst is intrigued with, in picking up data for and reaching determinations. The principle motivation behind the study was to survey the factors influencing successful implementation of girls' targeted projects. There are 467 community-based projects focusing on girls in Nairobi (NGOs Coordination Board, 2016). The population of the study was therefore composed of 467 project leaders in community-based projects in Nairobi County.

3.4 Sample Size and Sampling Procedure

3.4.1 Sample

The examining outline depicts the rundown of all populace units from which the specimen is chosen (Cooper and Schindler, 2007). Ngechu (2004) stresses the significance of selecting an agent test through making an inspecting outline. According to Krejcie and Morgan (1970) table shown in appendix 3, a sample size of 214 participants was selected for this study.

3.4.2 Sampling Procedure

Simple random sampling method was utilized to choose the respondents. The advantage of this sampling method is that every participant has an equal chance of being selected to participate in the study. Given that the total population for the study was 467 managers of community-based projects focusing on girls and women issues in Nairobi, Krejcie and Morgan (1970) table was utilized to determine the sample size for this study.

3.5 Data Collection Procedure

Primary data was collected using questionnaires. According to Denzin and Lincoln (2000), an in depth questionnaire leads to generation of insightful facts, statistical information and permit a better understanding of a phenomenon. The questionnaire was properly designed to ensure that it provides valid and reliable data.

The projects were visited to explain to the respondents the nature of the study and create rapport prior to the actual data collection. The questionnaire was considered appropriate because it saves time and the targeted respondents are literate. The questionnaire also ensured uniformity in the way questions are asked. Equally, respondents were answer able to answer sensitive questions as it was not necessary to disclose their identity (Mugambi, 2006).

3.5.1 Pilot Study

The precision of data to be collected to a great extent relied upon the instruments for accumulating the data as far as legitimacy and unwavering quality. Pilot testing was finished with a chose test which was excluded in the fundamental study. This guaranteed respondents in pilot testing were excluded in the real information accumulation to stay away from odds of inclination.

3.5.2 Validity of the Instrument

According to Gay (1992) validity alludes to how much an instrument measures what it should quantify for a specific reason or specific gathering. Instruments in this study investigated variables that impact administration of ventures focusing on young lady youngster. Instruments for this study were approved through utilization of substance legitimacy which was dictated by master judgment. Gay (1992) watched that substance legitimacy involves judgment by the specialist and experts which has no particular equation for assurance. This research therefore established validity by seeking opinions of lecturers who were not the researcher's supervisor, observations, comments and suggestions by the same.

3.5.3 Reliability of the Instrument

According to Eshiwani (1996), pilot testing is imperative in the exploration procedure since it uncovers dubious inquiries and misty guidelines in the instrument. It likewise catches critical remarks and proposals from the respondents that empowers the scientist to enhance proficiency of the instrument, modify techniques and ways to deal with augment the reaction rate. Pilot testing was conducted by administering ten questionnaires to project leaders of different women groups in Nairobi County who were not part of the study sample. The researcher used this information to adjust the instrument as necessary.

3.8 Methods of Data Analysis

The information collected by the researcher were analyzed through statistical methods encompassing a wide range of both quantitative and qualitative analysis techniques. Data was first be cleaned by ensuring completeness of information at the point of collection. It

was coded and organized into different categories. Analysis of data was done through descriptive statistics like the measures of central tendency, dispersion and asymmetry in relation to the research questions and objectives. This helped the researcher to draw inferences over factors that influence the management of projects targeting girl child.

3.9 Ethical Considerations

Informed consent was acquired from each one of those taking an interest in the study. Those not willing to partake in the study were under no commitment to do as such. Respondents' names were not demonstrated anyplace in the information accumulation devices for privacy and data assembled was utilized for the motivations behind this scholastic study. The important research powers were counseled and consent to carry out the study was sought.

3.10 Operationalization of Variables

Table 3.1: Operationalization of Variables

Objective	Variable	Indicator(s)	Measurement of Indicator	Measurement Scale	Data collection method	Data analysis Methods
To establish the extent to which leadership styles influence management of projects targeting girl child	Leadership styles	Democratic leadership style Charismatic leadership style Transformational leadership style Servant leadership style	• Adherence to rules and regulations • Understanding of project stages • Formulation of projects documents	Interval	Questionnaire	Descriptive statistics
To investigate the extent to which management of financial resources	Management of financial resources	Budgetary allocations Disbursements Members involvement records	• Prepared budgets • Procedures of funds disbursements • Level of members involvement	Interval	Questionnaire	Descriptive statistics

influences management of projects targeting girl child.						
To assess how staff training influences management of projects targeting girl child	Staff training	Skilled personnel Policies and procedures Facilities and equipment	• level of education • presence of Constitution • project management trainings • necessary tools and equipment	Interval	Questionnaire	Descriptive statistics
Determine the extent to which strategic planning for sustainability influences management of projects targeting girl	Strategic planning	Financial Economic Socio-cultural technological	• constant returns • integrating plan with culture • skills and competencies	Interval	Questionnaire	Descriptive Statistics

child						
Management of projects targeting girl child	Implementation	On time On scope On budget Solved purpose	• completion on time • completion on budget • completion within scope	Interval	Questionnaire	Descriptive Statistics

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation of study findings. It starts with the questionnaire response and demographic information. It also presents data analysis results based on the study variables which were projects financial resources management, leadership styles, staff training, strategic plan and management of projects targeting girl child.

4.2 Questionnaire Return Rate

In this study, 214 questionnaires were administered. However, 200 questionnaires were filled and returned. The response rate was therefore 93.5% which is considered adequate for analysis and making conclusions. According to Babbie (2002), a response rate of 50% and above is adequate for making conclusions.

4.3 Pilot Study Results

The outcome of this study showed a Cronbach's Alpha value of 0.808 which implies that the research instrument used to collect data was reliable. Table 4.1 shows the reliability test results.

Table 4. 1: Reliability Statistics

Cronbach's Alpha	N of Items
.808	23

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Budgeting	59.10	63.796	.447	.796
Financial record keeping	59.12	64.262	.492	.795
Approval of expenditure	58.71	67.112	.297	.804
Signatory of the project accounts	59.21	67.880	.182	.809
Fund mobilization	58.92	66.033	.275	.805
Disbursement of funds regular	58.81	67.782	.119	.816
Disbursement of funds conditional to completion of aspects of the project	58.91	55.360	.898	.765
Periodical disbursements of funds adequate	59.19	60.191	.737	.780
Disbursement of funds linked to budget	58.84	64.523	.295	.806
Project leaders' adherence to the rules and guidelines of the project	58.04	62.489	.563	.790
Membership contributions	58.66	60.910	.710	.783
Call to provide labour	58.21	65.974	.470	.797
Members' participation in the projects annual general meetings	58.24	68.276	.142	.812
Members contented with the decision making procedures	58.77	65.301	.323	.803
Makes all the important decisions in your project	59.17	67.486	.193	.809
Community participation affect management of the project	60.66	69.813	.276	.806
Level of education attained by the project leaders	58.51	69.632	.180	.807
As a project leader, have attended any training in project management process	60.73	71.063	.000	.810
The nature of training attended	59.36	61.277	.448	.796
Project workshops, seminars and trainings	58.87	65.751	.271	.806
Facilities and equipment provided by donors	59.03	69.315	.202	.807
Policies and procedures of operation	59.41	69.689	.068	.813
Adequacy of your project's staff training	59.62	64.535	.473	.796

4.4 Background Information

The respondents were required to show their gender. The results show a majority of the respondents (64%) being female in comparison with 36% who were male. Table 4.2 shows the results. The respondents were required to show their age bracket. The results in

table 4.2 show that 27% of the respondents were aged 35-40 years while 23% of the respondents were aged 31-34 years. The results also show that 15% of the respondents were aged 25-30 years while 11% and 10.5% were aged 41-44 years and 45-50 years respectively. Only 5.5% of the respondents were below 25 years while 8% of the respondents were over 50 years. The researcher requested the respondents to indicate the duration that they have been members of project team. The results show that the majority of the respondents (51%) had been members of project team for 2-4 years. The results also show that 19% of the respondents had been members of project tem for over 10 years while 15.5% of the respondents had been members for 1 year or less. The outcome of this study also shows that 14.5% of the respondents had been members of project tem for 5-10 years. The results are shown in table 4.2.

Table 4. 2: Background Information

Description	Frequency	Percent
Gender		
Male	72	36.0
Female	128	64.0
Total	200	100.0
Age		
Below 25 years	11	5.5
25-30 years	30	15.0
31-34 years	46	23.0
35-40 years	54	27.0
41-44 years	21	10.5
45-50 years	22	11.0
Over 50 years	16	8.0
Total	200	100.0
Duration as a member of project team		
1 year or less	31	15.5
2-4 years	102	51.0
5-10 years	29	14.5
Over 10 years	38	19.0
Total	**200**	**100.0**

4.5 Management of Projects Targeting Girl Child

The respondents were to show the extent to which their project had achieved certain indicators that included timely completion, completion on budget, completion within scope and solving the problem. The respondents were to use a 5 point likert scale of 1-5 where 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great

extent. The results in table 4.5 show that to a little extent the project was completed on time (M=3.37, SD=1.052), completed on budget (M=3.24, SD=1.007), completed within scope (M=3.69, SD=0.553) and solved intended problem (M=3.93, SD=0.593). These findings are tabulated as in table 4.3.

Table 4. 3: Management of Projects Targeting Girl Child

	Completed on time		Completed on budget		Completed within the scope		Solved the intended problem	
	F	%	F	%	F	%	F	%
Not at all	26	13.0	19	9.5	0	0.0	0	0.0
Least extent	58	29.0	16	8.0	0	0.0	0	0.0
Little extent	0	0.0	74	37.0	71	35.5	43	21.5
Great extent	107	53.5	81	40.5	120	60.0	129	64.5
Very great extent	9	4.5	10	5.0	9	4.5	28	14.0
Total	200	100.0	200	100.0	200	100.0	200	100.0
Mean	3.37		3.24		3.69		3.93	
Std. Deviation	1.052		1.007		.553		.593	

4.6 Projects Financial Resources Management

The respondents were asked to show the extent that project members are involved in fund management strategies. A five point likert scale of 1-5 was used where 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent. The results show that to a least extent, project members are involved in budgeting (M=2.55, SD=0.961), financial record keeping (M=2.70, SD=0.784), approval of expenditure (M=2.86, SD=0.804), signatory of project accounts (M=2.63, SD0.829), and fund mobilization (M=2.63, SD=0.947).

Table 4. 4: Projects Financial Resources Management

	Budgeting		Financial record keeping		Approval of expenditure		Signatory of the project accounts		Fund mobilization	
	F	%	F	%	F	%	F	%	F	%
Not at all	29	14.5	9	4.5	11	5.5	9.0	9.0	30	15.0
Least extent	71	35.5	74	37.0	48	24.0	32.5	32.5	50	25.0
Little extent	62	31.0	86	43.0	100	50.0	45.0	45.0	84	42.0
Great extent	38	19.0	31	15.5	41	20.5	13.5	13.5	36	18.0
Very great extent	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	200	100.0	200	100.0	200	100.0	200	100.0	200	100.0
Mean	2.55		2.70		2.86		2.63		2.63	
Std. Deviation	.961		.784		.804		.829		.947	

The researcher wanted to know how members respond to invitation to be involved in management of financial resources. A four point likert scale was used where 1 = ignore, 2 = complain of over involvement, 3 = reluctantly respond, 4 = highly respond. The results show that respondents complained of over involvement in budgeting (M=2.57, SD=.975), financial record keeping (M=2.55, SD=.901) and approval of expenditures (M=2.73, SD=.795). The results also show that respondents complain of over involvement as signatory to project accounts (M=2.51, SD=.845) and fund mobilization (M=2.66, SD=1.005).

Table 4. 5: Involvement in management of financial resources

	Budgeting		**Financial record keeping**		**Approval of expenditures**		**Signatory to project accounts**		**Fund mobilization**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Ignore	39	19.5	40	20.0	16	8.0	35	17.5	36	18.0
Complain of over involvement	40	20.0	27	13.5	50	25.0	39	19.5	38	19.0
Reluctantly respond	90	45.0	117	58.5	107	53.5	115	57.5	84	42.0
Highly respond	31	15.5	16	8.0	27	13.5	11	5.5	42	21.0
Total	200	100.0	200	100.0	200	100.0	200	100.0	200	100.0
N Valid	200		200		200		200		200	
Mean	2.57		2.55		2.73		2.51		2.66	
Std. Deviation	.975		.901		.795		.845		1.005	

The respondents were required to show the extent to which disbursement of funds are regular. The results presented in table 4.6 show that 36% of the respondents indicated that disbursement is regular to a little extent. The findings also indicate that 33.5% of the respondents indicated that disbursement of funds was regular t a great extent while 10.5% of the respondents indicated to a least extent. However, 20% of the respondents indicated that disbursement of funds was not regular at all. The researcher wanted to know the extent that disbursement of funds was conditional to completion of aspects of the project. The results show that 36% of the respondents indicated to a great extent while 31% of the respondents indicated to a least extent. The results also show that 18% of the respondents indicated to a little extent while 15% indicated not at all. The results are shown in table 4.6. The researcher wanted to know the extent disbursement of funds is linked to budget. The results show that 41.5% of the respondents indicated that disbursement of funds is linked to budget to a little extent while 24.5% of the respondents indicated least extent. The results also show that 15.5% of the respondents indicated great extent while 8% indicated very great extent. Only 10.5% of the respondents indicated that disbursement of

funds is not at all linked to budget. The findings are shown in table 4.6.

Table 4. 6: Disbursement of Funds

	Disbursement of funds regular		Disbursement of funds was conditional to completion of aspects of the project		Disbursement of funds linked to budget	
	Frequency	**Percent**	**Frequency**	**Percent**	**Frequency**	**Percent**
Not at all	40	20.0	30	15.0	21	10.5
Least extent	21	10.5	62	31.0	49	24.5
Little extent	72	36.0	36	18.0	83	41.5
Great extent	67	33.5	72	36.0	31	15.5
Very great extent	0	0.0	0	0.0	16	8.0
Total	200	100.0	200	100.0	200	100.0

The respondents were required to indicate the extent that periodical disbursements of funds was adequate. The findings shown in table 4.7 reveal that 38.5% of the respondents indicated that periodical disbursement of funds is adequate while 35.5% indicated least adequate. The results also show that 10% of the respondents showed that periodical disbursements of funds is very adequate.

Table 4. 7: Periodical disbursements of funds adequate

	Frequency	Percent
Not adequate	32	16.0
Least adequate	71	35.5
Adequate	77	38.5
Very adequate	20	10.0
Total	200	100.0

4.7 Leadership Styles

The respondents were required to indicate the extent project leaders have exhibited certain leadership styles. They were asked to use a five point likert scale of 1-5 where 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent. The results show that the project leaders exhibited transformational leadership style (M=3.72, SD=.450) and democratic leadership style (M=3.24, SD=.425) to a little extent. The results also show that project leaders exhibited charismatic leadership style (M=3.93, SD=.694) and servant leadership style (M=3.41, SD=.809) to a little extent. These results are summarized in table 4.8.

Table 4. 8: Leadership Styles

	Transformational leadership style		Democratic leadership style		Charismatic leadership style		Servant leadership style	
	F	%	F	%	F	%	F	%
Not at all	0	0.0	0	0.0	0	0.0	0	0.0
Least extent	0	0.0	0	0.0	0	0.0	0	0.0
Little extent	56	28.0	153	76.5	56	28.0	159	79.5
Great extent	144	72.0	47	23.5	103	51.5	0	0.0
Very great extent	0	0.0	0	0.0	41	20.5	41	20.5
Total	200	100.0	200	100.0	200	100.0	200	100.0
Mean	3.72		3.24		3.93		3.41	
Std. Deviation	.450		.425		.694		.809	

The researcher wanted to know the extent project leaders have involved other project members in decision making. The results show that 36% of the respondents indicated that project leaders involved other project members in decision making to a little extent while 25.5% indicated to a great extent. The results also show that 18% of the respondents indicated to a least extent while 4.5% indicated to a very great extent. However, 16% of the respondents indicated that project leaders did not at all involve other project members in decision making. These findings are shown in table 4.9.

Table 4. 9: Project leaders involved other project members in decision making

	Frequency	Percent
Not at all	32	16.0
Least extent	36	18.0
Little extent	72	36.0
Great extent	51	25.5
Very great extent	9	4.5
Total	200	100.0

The respondents were required to describe project leaders' adherence to the rules and guidelines of the project. The results show that 40% of the respondents described project leaders' adherence to the rules and guidelines of the project as fair while 33% and 21.5% of the respondents described it as good and very good respectively. Only 5.5% of the respondents described project leaders' adherence to the rules and guidelines of the project as poor. These findings are presented in table 4.10.

Table 4. 10: Project leaders' adherence to the rules and guidelines of the project

	Frequency	Percent
Poor	11	5.5
Fair	80	40.0
Good	66	33.0
Very good	43	21.5
Total	200	100.0

The respondents were required to indicate the extent project leaders have been involved in resource mobilization activities. The respondents were asked to use a 5 point likert scale of 1-5 where 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent. The results show that project leaders have been involved in resource mobilization activities such as membership contributions to a little extent (M=3.11, SD=.849). The results also show that to project leaders have been involved in call to provide labor (M=3.63, SD=.668) and call to provide tools and equipment (M=3.96, SD=.769) to a little extent. These findings are presented in table 4.11.

Table 4. 11: Project leaders' involvement in resource mobilization activities

	Membership contributions		**Call to provide labor**		**Call to provide tools and equipment**	
	F	**%**	**F**	**%**	**F**	**%**
Not at all	10	5.0	0	0.0	0	0.0
Least extent	32	16.0	10	5.0	0	0.0
Little extent	84	42.0	66	33.0	63	31.5
Great extent	74	37.0	113	56.5	82	41.0
Very great extent	0	0.0	11	5.5	55	27.5
Total	200	100.0	200	100.0	200	100.0
Mean	3.11		3.63		3.96	
Std. Deviation	.849		.668		.769	

The respondents were required to indicate how they would describe members' participation in the projects annual general meetings. The results show that 36% of the respondents described members' participation in the projects annual general meetings as good while 33.5% of the respondents described it as fair. The results also show that 21.5% of the respondents described it as poor while 9% described it as very good. These results are presented in table 4.12.

Table 4. 12: Members' participation in the projects annual general meetings

	Frequency	Percent
Poor	43	21.5
Fair	67	33.5
Good	72	36.0
Very good	18	9.0
Total	**200**	**100.0**

The respondents were required to indicate the extent that members were contented with the decision making procedures. The results show that the majority of the respondents (56.5%) indicated that members were contented with the decision making procedures to a little extent while 28% indicated to a great extent. The results also show that 5.5% of the respondents indicated that members were contented with the decision making procedures to a least extent while 10% indicated that members were not contented at all with the decision making procedures. These results are shown in table 4.13.

Table 4. 13: Members contented with the decision making procedures

	Frequency	Percent
Not at all	20	10.0
Least extent	11	5.5
Little extent	113	56.5
Great extent	56	28.0
Total	**200**	**100.0**

The researcher sought respondents' opinion on who make all the important decisions in their project. The results show that the majority of the respondents (53%) indicated that leaders make all the important decisions in their project after consulting members. The results also show that 26.5% of the respondents indicated that members make all the important decisions while 15% of the respondents indicated that leaders make all the important decisions in their projects. Only 5.5% of the respondents indicated that members make all the important decisions in their projects after consulting leaders. These results are shown in table 4.14.

Table 4. 14: Makes all the important decisions in your project

	Frequency	Percent
Leaders	30	15.0
Members	53	26.5
Leaders after consulting members	106	53.0
Members after consulting leaders	11	5.5
Total	**200**	**100.0**

The researcher sought to know whether community participation affects management of the projects. The results show that the majority of respondents (83.5%) indicated yes as compared to 16.5% of the respondents who indicated no. These results are shown in table 4.15.

Table 4. 15: Community participation affect management of the project

	Frequency	Percent
Yes	167	83.5
No	33	16.5
Total	**200**	**100.0**

The respondents were required to show the extent to which community participation affect management of projects. The results show that 41% of the respondents indicated that community participation affect management of projects to a great extent while 37% indicated to a little extent. Only 5.5% of the respondents indicated to a least extent while 16.5% of the respondents indicated that community participation did not affect management of projects at all. These results are shown in table 4.16.

Table 4. 16: Extent community participation affect management of the project

	Frequency	Percent
Least extent	11	5.5
Little extent	74	37.0
Great extent	82	41.0
Total	**200**	**100.0**

4.8 Staff Training

The respondents were asked to indicate the level of education attained by the project leaders. The results show a majority of respondents (60.5%) indicated that project leaders have tertiary level of education while 39.5% indicated that project leaders have university

education. These results are presented in table 4.17.

Table 4. 17: Level of education attained by the project leaders

	Frequency	Percent
Tertiary education	121	60.5
University education	79	39.5
Total	**200**	**100.0**

The researcher sought to know whether respondents had attended any training in project management process. The results show that the majority of respondents indicated yes (78%) as compared to 22% of the respondents who indicated no. The results are presented in table 4.18.

Table 4. 18: Attended any training in project management process

	Frequency	Percent
Yes	156	78.0
No	44	22.0
Total	**200**	**100.0**

The researcher sought to know the nature of training that the respondents attended. The results show that 31.4% of the respondents indicated that they attended training through workshops while 30.8% indicated they attended training through seminars. The results also show that 21.8% of the respondents described the nature of their training as through training institutions. Only 5.8% of the respondents indicated that their training was through project groups. The findings are shown in table 4.19.

Table 4. 19: The nature of training attended

	Frequency	Percent
Through workshops	49	24.5
Through training institutions	34	17.0
Through seminars	48	24.0
On the job (trainers visits)	16	8.0
Through project groups	9	4.5
Total	**156**	**78.0**

The respondents were required to indicate the extent that training affects management of the projects. The results show that the majority of the respondents (61.5%) indicated that training affects management of the projects to a great extent while 38.5% indicated to a little extent. The results are presented in table 4.20.

Table 4. 20: Extent the training affect management of the projects

	Frequency	Percent
Little extent	60	30.0
Great extent	96	48.0
Total	**156**	**78.0**

The respondents were required to rate the effectiveness of areas of staff training in project management. They were asked to use a four point likert scale of 1-4 where 1 = Not effective, 2 = least effective, 3 = Effective, 4 = Greatly effective. The results show that the respondents rated project workshops, seminars and trainings as least effective (M=2.73, SD=.987). The results also show that respondents rated facilities and equipment provided by donors (M=2.66, SD=.475) as well as policies and procedures of operation (M=2.25, SD=.742) as least effect. These results are shown in table 4.21.

Table 4. 21: Effectiveness of areas of staff training in project management

	Project workshops, seminars and trainings		Facilities and equipment provided by donors		Policies and procedures of operation	
	F	%	F	%	F	%
Not effective	32	16.0	0	0.0	36	18.0
Least effective	36	18.0	68	34.0	78	39.0
Effective	87	43.5	132	66.0	86	43.0
Greatly effective	45	22.5	0	0.0	0	0.0
Total	200	100.0	200	100.0	200	100.0
Mean	2.73		2.66		2.25	
Std. Deviation	.987		.475		.742	

The researcher sought respondents' opinion on how they would rate adequacy of their project's staff training. The results show that the majority of the respondents (54.5%) rated adequacy of their project's staff training as least adequate while 20.5% rated it as not adequate. The results also show that 15% and 10% of the respondents rated adequacy of their project's staff training as adequate and greatly adequate respectively. These results are shown in table 4.22.

Table 4. 22: Adequacy of project's staff training

	Frequency	Percent
Not adequate	41	20.5
Least adequate	109	54.5
Adequate	30	15.0
Greatly adequate	20	10.0
Total	**200**	**100.0**

4.9 Strategic Planning

The respondents were required to show the extent that certain areas of sustainability were addressed in their project strategic plan. They were asked to use a five point likert scale of 1-5 where 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent. The results show that financial sustainability (M=2.46, SD=1.106) and economic sustainability (M=2.71, SD=.825) were addressed in project strategic plan to a least extent. The results also show that socio-cultural sustainability (M=3.75, SD=.813), technological sustainability (M=3.72, SD=.450) and environmental sustainability (M=3.74, SD=.836) were addressed in the projects' strategic plan to a little extent. These results are shown in table 4.23.

Table 4. 23: Strategic Planning

	Financial sustainability		Socio-cultural sustainability		Economic sustainability		Technological sustainability		Environmental sustainability	
	F	%	F	%	F	%	F	%	F	%
Not at all	50	25.0	0	0.0	0	0.0	0	0.0	0	0.0
Least extent	56	28.0	0	0.0	106	53.0	0	0.0	0	0.0
Little extent	47	23.5	97	48.5	47	23.5	56	28.0	103	51.5
Great extent	47	23.5	56	28.0	47	23.5	144	72.0	47	23.5
Very great extent	0	0.0	47	23.5	0	0.0	0	0.0	50	25.0
Total	200	100.0	200	100.0	200	100.0	200	100.0	200	100.0
Mean	2.46		3.75		2.71		3.72		3.74	
Std. Deviation	1.106		.813		.825		.450		.836	

The respondents were asked to indicate the extent that the members respond to involvement in planning for project sustainability. The results show that 30.5% of the respondents indicated that members respond to involvement in planning for project sustainability to a great extent while 26% and 25.5% of the respondents indicated little extent and least extent respectively. The results also show that 10% of the respondents

indicated that members respond to involvement in planning for project sustainability to a very great extent. However, 8% of respondents indicated that members did not respond to involvement in planning for project sustainability at all. These findings are presented in table 4.24.

Table 4. 24: Extent members respond to involvement in planning for project sustainability

	Frequency	Percent
Not at all	16	8.0
Least extent	51	25.5
Little extent	52	26.0
Great extent	61	30.5
Very great extent	20	10.0
Total	**200**	**100.0**

The researcher sought to know the extent that sustainability plan was integrated with the project strategic plan. The results show that 36.5% of the respondents indicated that sustainability plan was integrated with the project strategic plan to a little extent while 33.5% indicated to a great extent. The results also show that 20% of the respondents indicated that sustainability plan was integrated with the project strategic plan to a least extent while 10% of the respondents indicated that sustainability plan was not integrated with the project strategic plan at all. These results are shown in table 4.25.

Table 4. 25: Extent sustainability plan is integrated with the project strategic plan

	Frequency	Percent
Not at all	20	10.0
Least extent	40	20.0
Little extent	73	36.5
Great extent	67	33.5
Total	**200**	**100.0**

4.10 Correlation Analysis

To establish the strength and direction of the relationship between the independent variables and dependent variable, the researcher used a correlation analysis. The results show that management of community projects targeting girls was negatively correlated to

management of financial resources (r=-0.169). This correlation was weak but statistically significant at 95% confidence level (p=0.017). The results imply that financial resources affects management of community projects targeting girls. Scarcity of financial resources could have negative effect on management of such projects.

The results also show that there was a weak positive correlation between management of community projects targeting girls and leadership styles used by project leaders (r=0.018). This correlation was not statistically significant at 95% confidence level (p=0.802). The results revealed that there was a weak positive correlation between management of community projects targeting girls and staff training (r=0.133). However, this correlation was found not to be statistically significant at 95% confidence level (p=0.097). The results also show that there was a weak positive correlation between management of community projects targeting girls and strategic planning (r=0.257) and this correlation was statistically significant at 99% confidence level (p=0.000). This implies that strategic planning affects management of community projects targeting girls positively. These findings are shown in table 4.26.

Table 4. 26: Correlation Analysis

		Management of community projects targeting girls	**Management of financial resources**	**Leadership styles**	**Staff training**	**Strategic planning**
Management of community projects targeting girls	Pearson Correlation	1	-.169*	.018	.133	.257**
	Sig. (2-tailed)		.017	.802	.097	.000
	N	200	200	200	156	200
Management of financial resources	Pearson Correlation	-.169*	1	-.047	.029	-.242**
	Sig. (2-tailed)	.017		.507	.724	.001
	N	200	200	200	156	200
Leadership styles	Pearson Correlation	.018	-.047	1	-.152	-.304**
	Sig. (2-tailed)	.802	.507		.058	.000
	N	200	200	200	156	200
Staff training	Pearson Correlation	.133	.029	-.152	1	-.004
	Sig. (2-tailed)	.097	.724	.058		.956
	N	156	156	156	156	156
Strategic planning	Pearson Correlation	.257**	-.242**	-.304**	-.004	1
	Sig. (2-tailed)	.000	.001	.000	.956	
	N	200	200	200	156	200

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of study findings conclusions and recommendations as per objectives of the study.

5.2 Summary of the Findings

The key findings are summarized based on the four themes of this study. They include leadership styles, financial resources, staff training and strategic planning. This study established that project leaders exhibited transformational leadership style and democratic leadership style to a little extent. The results also show that project leaders exhibited charismatic leadership style and servant leadership style to a little extent. The results also show that leadership styles contributed positively to management of projects targeting girl child ($r=0.018$, $p=0.802$) but this contribution was not statistically significant.

The results show that to a least extent, project members are involved in budgeting, financial record keeping, approval of expenditure, signatory of project accounts, and fund mobilization. The results also show that management of financial resources significantly and negatively contributed to management of projects targeting girl child ($r=-0.169$, $p=0.017$).

The results show that the respondents rated project workshops, seminars and trainings as least effective. The results also show that respondents rated facilities and equipment provided by donors as well as policies and procedures of operation as least effect. The results also show that staff training positively and significantly contributed to management of projects targeting girl child ($r=0.133$, $p=0.097$).

The results show that financial sustainability and economic sustainability were addressed in project strategic plan to a least extent. The results also show that socio-cultural sustainability, technological sustainability and environmental sustainability were addressed in the projects' strategic plan to a little extent. The results also show that strategic planning positively and significantly contributed to management of projects

targeting girl child (r=0.257, p=0.000).

5.3 Discussion

This section discusses the key findings by comparing them with previous studies. It covers discussion on leadership styles, financial resources, staff training and strategic planning.

5.3.1 Leadership Styles

The findings of this study are in agree meant with those by Ulrich, Zenger & Smallwood (2009) who observed that more emphasis should be put on leadership development because leadership approaches to development are not working well. Strategies which are there in organizations are not meeting the target goals. The findings also agree with observations by Hewitt (2002) that development programs of leadership can help in building the effective capability needed to influence community project implementation in organizations.

5.3.2 Financial Resources

The findings of this study resonates with ideas by Ravhura (2010) that a financial plan is necessary as it would help with taking out the irregular use of venture cash, which can prompt to bungle of assets. The outcomes likewise concurred with proposals by Haider (2009) that conventions for the dispensing of assets, obtainment, monetary administration and straightforwardness are basic in group advancement ventures. The concentrate likewise concurred with perceptions by Haider (2009) that abuse of assets is a hazard when money related administration obligations are exchanged to nearby groups that endure feeble limit and preparing ought to be done close by with systems to guarantee straightforwardness which incorporate the utilization of different neighborhood members to sign for receipt of assets and obtainment, the support of monetary records and free to and standard examinations of these records.

5.3.3 Staff Training

The results of this study have shown congruence with observations by Pandey and

Okazaki (2005) that absence of aptitudes and low level of instruction as an element that trade off the accomplishment of group activities. Preparing has been built up to be vital. These outcomes concur with those by Knipe (2010) who called attention to that preparation is vital in group advancement and incorporates activities intended to enhance the aptitudes, information and skills of the project team.

5.3.4 Strategic Planning

The findings of this study have emphasized the importance of sustainability and placed the role of sustainability on strategic planning. The findings agree with the three pillars of sustainability: economic, social, and environmental designated by the UN (2002). The study results have not confirmed the importance of social sustainability accorded by McConville and Mihelcic (2007) that advocates for socio-cultural respect, community participation, and political cohesion. The results however confirmed observations by Kelly and Becker (2000) that comprehensive planning process is critical as it facilitates community members to identify local social, economic, and environmental issues, engage and educate the community; and promote the long-term health and sustainability of the community.

5.4 Conclusions

This study concluded that project leaders exhibit a mixture of leadership styles. The leadership style is important as it can determine the level of community participation in a project. Project leaders with leadership styles that are accommodative of the community and project members are therefore more likely to be effective than those who do not have such attributes. This study concluded that project financial resources management is important for management of projects targeting girl child. However, the financial resources management of projects in Nairobi County has affected the projects negatively. Unless there is intervention to inject financial resources to projects targeting girl child in Nairobi County, the management will have a hard time to sustain such projects. The study concluded that staff training is critical for management of projects targeting girl child. Staff training equips the project team with the necessary skills and competence to bring positive change in a project. It is therefore important for all stakeholders to prioritize staff

training in projects. This study concluded that strategic planning is important for sustainability of projects. The sustainability is established when continuity of all or most aspects of a project are addressed. These aspects include financial sustainability, economic sustainability, technological sustainability and environmental sustainability. In this case, financial and economic sustainability of projects targeting girl child were not addressed at all. This implies that if the financiers stopped funding the project, these projects would just come to a halt.

5.5 Recommendations

Based on the results of this study, the following has been recommended:

1. This study recommends that project managers and stakeholders should ensure good financial resources management in projects. This could be achieved through encouraging higher level of community participation in projects and in financial management activities such as budgeting, funds mobilization and records keeping.
2. This study recommends that project leaders should adopt leadership styles that are accommodative to not only the project team but also that encourage community participation. This will ensure that transformation will be owned by the community where a project is implemented.
3. This study recommends that project managers and stakeholders should invest in staff training. The staff in any project requires skills and competencies to make meaningful change. These skills and competencies can only be acquired through constant training.
4. This study recommends that project managers should ensure that the strategic plans of their projects address sustainability of projects. They should especially focus on financial and economic sustainability of a project. This not only mitigates the risk of project being abandoned due to lack of funds but also ensures that there is adequate morale and motivation among employees because of certainty and job security.

5.6 Suggestions for Further Research

There are many areas that require further research in project planning and management. Those that are related to this study are outlined as follows:

1. This study suggests that further research should be done to investigate whether financial resources management have influenced future of community projects.
2. Further research should be carried out to find out factors that have contributed to adoption of certain leadership styles by project managers.
3. Further research should be done to establish elements of staff training that have the greatest impact in imparting skills and competencies.
4. Further research should be done to develop a framework for sustainability of community development projects.

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APPENDICES

APPENDIX I: LETTER OF TRANSIMMITAL OF QUESTIONNAIRE

Damiana Koki Kasomo
P.O BOX
Nairobi
Tel:

Dear Sir/ Madam,

RE: REF: REQUEST FOR ASSISTANCE IN DATA COLLECTION

I am a student at Nairobi University doing a Master of Arts Degree in Project Planning and Management carrying out a research as part of my academic requirement on an assessment of factors that influence the management of projects targeting girl child. I kindly request your assistance by filling the questionnaire as correctly and truthfully as possible. Your identity and response will be treated with utmost confidentiality and so do not write your name on the questionnaire.

Thank you in advance for your assistance.

Yours faithfully,

Damiana Koki Kasomo

APPENDIX 2: QUESTIONNAIRE FOR PROJECT LEADERS

Introduction

You are invited to participate in the above mentioned research project. The survey should only take 10–15 minutes to complete. To ensure confidentiality of all responses, you are not obliged to provide your name. The information you give in response to this survey will be purely used for academic purpose.

Section A: Background Information

1. Name of the Project _____
2. Respondent's Gender
   a) Male [ ]
   b) Female [ ]
3. Respondents' Age
   a) Below 25 years
   b) Between 25 – 30 years [ ]
   c) Between 31 – 34 years [ ]
   d) Between 35 – 40 years [ ]
   e) Between 41 – 44 years [ ]
   f) Between 45 – 50 years [ ]
   g) Over 50 years [ ]
4. How long have you been a member of the project team?
   a) 1 year or less [ ]
   b) Between 2 – 4 years [ ]
   c) Between 5 – 10 years [ ]
   d) Over 10 years [ ]

5. Please indicate with a tick the extent to which you think your project has achieved the indicators as listed on the table below and in accordance to scale given? (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Completed on time					
Completed on budget					
Completed within the scope					
Solved the intended problem					

Section B: Projects Financial Resources Management

6. In your opinion to what extent are project members involved in fund management strategies as indicated on the table below in accordance to the scale given? (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Budgeting					
Financial record keeping					
Approval of expenditure					
Signatory of the project accounts					
Fund mobilization					

7. How do members respond to invitation to be involved in the following areas according to the following scale? (Key: 1 = highly respond, 2 = reluctantly respond, 3 = complain of over involvement, 4 = ignore).

	1	2	3	4
Budgeting				
Financial record keeping				

Approval of expenditures				
Signatory to project accounts				
Fund mobilization				

8. To what extent is disbursement of funds regular?
   a) Not at all [ ]
   b) Least Extent [ ]
   c) Little Extent [ ]
   d) Great Extent [ ]
   e) Very Great Extent [ ]
9. To what extent is disbursement of funds conditional to completion of aspects of the project?
   a) Not at all [ ]
   b) Least extent [ ]
   c) Little Extent [ ]
   d) Great Extent [ ]
   e) Very Great Extent [ ]
10. To what extent are periodical disbursements of funds adequate?
    a) Not adequate [ ]
    b) Least adequate [ ]
    c) Adequate [ ]
    d) Very adequate [ ]

11. To what extent is disbursement of funds linked to budget?
    a) Not at all [ ]
    b) Least Extent [ ]
    c) Little Extent [ ]
    d) Great Extent [ ]
    e) Very Great Extent [ ]

Section C: Leadership Styles

12. To what extent have project leaders exhibited the following leadership styles? (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Transformational leadership style					
Democratic leadership style					
Charismatic leadership style					
Servant leadership style					

13. To what extent have project leaders involved other project members in decision making?

a) Not at all [ ]
b) Least extent [ ]
c) Little Extent [ ]
d) Great Extent [ ]
e) Very Great Extent [ ]

14. How do you describe project leaders' adherence to the rules and guidelines of the project?

a) Good [ ]
b) Very Good [ ]
c) Fair [ ]
d) Poor [ ]
e) Very Poor [ ]

15. To what extent have project leaders been involved in resource mobilisation activities as listed below? (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent)

	1	2	3	4	5
Membership contributions					
Call to provide labour					
Call to provide tools and equipment					

16. How do you describe members' participation in the projects annual general meetings?
    a) Very Good [ ]
    b) Good [ ]
    c) Fair [ ]
    d) Poor [ ]
    e) Very Poor [ ]
17. To what extent are members contented with the decision making procedures?
    a) Not at all [ ]
    b) Least extent [ ]
    c) Little Extent [ ]
    d) Great Extent [ ]
    e) Very Great Extent [ ]
18. In your opinion who makes all the important decisions in your project?
    a) Leaders [ ]
    b) Members [ ]
    c) Leaders after consulting members [ ]
    d) Members after consulting leaders [ ]

19. Does community participation affect on management of the project?
    Yes [ ] No [ ]
20. If yes above, to what extent?
    a) Not at all [ ]
    b) Least extent [ ]
    c) Little Extent [ ]
    d) Great Extent [ ]
    e) Very Great Extent [ ]

Section D: Staff Training

21. What is the level of education attained by the project leaders?
    a) Primary education [ ]
    b) Secondary education [ ]
    c) Tertiary education [ ]
    d) University education [ ]
22. As a project leader, have you attended any training in project management process?
    a) Yes [ ]
    b) No [ ]
23. What is the nature of training you attended?
    a) Through workshops [ ]
    b) Through training institutions [ ]
    c) Through seminars [ ]
    d) On the job (trainers visits) [ ]
    e) Through project groups [ ]
24. To what extent did the training affect on management of the projects?
    a) Not at all [ ]
    b) Least Extent [ ]
    c) Little Extent [ ]
    d) Great Extent [ ]
    e) Very Great Extent [ ]

Explain your answer above

25. Rate effectiveness of the following areas of staff training in project management according to the scale given? Key: 1 = Not effective, 2 = least effective, 3 = Effective, 4 = Greatly effective)

	1	2	3	4
Project workshops, seminars and trainings				
Facilities and equipment provided by donors				
Policies and procedures of operation				

26. In your opinion how would you rate adequacy of your project's staff training?

a) Not adequate [ ]

b) Least adequate [ ]

c) Adequate [ ]

d) Greatly Extent [ ]

Section E: Strategic Planning

27. To what extent are the below listed areas of sustainability addressed in your project strategic plan according to the scale given? (Key: 1 = Not at all, 2 = least extent, 3 = little extent, 4 = Great extent, 5 = very great extent).

	1	2	3	4	5
Financial sustainability					
Socio-cultural sustainability					
Economic sustainability					
Technological sustainability					
Environmental sustainability					

28. In your opinion to what extent do members respond to involvement in planning for project sustainability?

a) Not at all [ ]

b) Least extent [ ]

c) Little Extent [ ]

d) Great Extent [ ]

e) Very Great Extent [ ]

29. To what extent is sustainability plan integrated with the project strategic plan?

a) Not at all [ ]

b) Least extent [ ]

c) Little Extent [ ]

d) Great Extent [ ]

e) Very Great Extent [ ]

APPENDIX 3: KREJCIE AND MORGAN TABLE

Table for Determining Sample Size of a Known 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	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

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