

**INFLUENCE OF MANAGEMENT PRACTICES ON
SUSTAINABILITY OF WOMEN PROJECTS IN
MURANG'A SOUTH SUB-COUNTY, KENYA.**

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DECLARATION

This research project report is my original work and has not been presented for examination in any other University.

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

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DEDICATION

This research project is dedicated to my beloved wife Jacinta and my beloved children Alvin and Michelle for their patience and love during the entire time of the study.

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ABBREVIATIONS AND ACRONYMS

CDA	-	Community Development Assistant
CQ	-	Chairlady Questionnaire
GOIS	-	Gender Officer Interview Schedule
IFAD	-	International Fund for Agricultural Development
ILO	-	International Labour Organization
KWFT	-	Kenya Women Finance Trust
MandE	-	Monitoring and Evaluation
MDG	-	Millennium Development Goals
RBM	-	Results Based Management
SPSS	-	Statistical Package for Social Sciences
UNDP	-	United Nations for Development Programme
WCED	-	World Commission on Environment and Development
WEF	-	Women Enterprise Funds

ABSTRACT

The purpose of the study was to assess the influence of management practices on sustainability of women projects in Murang'a South Sub-County, Kenya. It aimed at the following objectives: to establishing the influence of Leadership, Training, Financial Management and Monitoring and Evaluation on sustainability of women projects in Murang'a South sub-county, Kenya. Descriptive survey design was employed for the study. The study targeted 620 women projects in Murang'a South Sub-County. The sample comprised of 93 women groups, 93 women leaders and one gender officer. Stratified random sampling was used to select the 93 groups while purposive sampling was used to sample the women leaders and the gender officer. Data was collected using two instruments: Chairladies Questionnaire (CQ) and Gender Officer Interview Schedule (GOIS). The test-retest method was used to assess reliability of the instruments. The collected data was edited, coded and analysed using statistical package for social Sciences (SPSS) computer software. The analysis considered the inferences that were made from the opinions of the respondents. The study found that there were 620 active women projects in Murang'a South Sub-County and only 200 were initially funded by external donors. However, only 60 projects were still running after the donors left. The study found that 42(49.4%) of Chairladies were primary graduates. This constrains the level of management of the groups since the skills and knowledge acquired from primary education is not adequate to run a group effectively. It also found out that 43(50.6%) of the Chairladies had attended a leadership course during their tenure. Also 69(81.2%) of the women projects had not undergone capacity building since they took over leadership of their groups. The study also established that 67(78.8%) of the Chairladies carried out teamwork activities to enhance members' cohesiveness and the principle inclusiveness, 62(72.9%) of the women leaders did not consult with the donors of the project while 67(78.8%) of the women project leaders do not network with other groups within or outside the sub-county. The study found that 44(51.8%) of the leaders of women projects in Murang'a South had not attended any form of training after the initial funding. The study also found out 46(54.2%) of the projects in the Sub-County use reports, 25(29.4%) use budgets, while 14(16.4%) use records to manage finances. In addition, 49(57.6%) of the women projects experience difficulty in repayment of loans. The study also found out that 49(57.6%) of the women projects had carried monitoring and evaluation after initial implementation with observation and group discussions been the most popular tools. It also established that 70(82.4%) of the leaders felt that Monitoring and Evaluation help in sustainability of women project. The study established that insufficient funds, diseases, high level of illiteracy among the Women Leaders, lack of markets for their produce, leadership wrangles, lack of adequate funds, members' conflict on sharing of dividends, conflicts in groups and mismanagement of funds, poor record keepings and general politics as the major challenges facing sustainability of women project. The study concluded that sound management practices are significant ingredients needed to enhance sustainability of women projects in Murang'a South, Sub-County. The findings will sensitize the Ministry of Gender and other donors on the aspects to consider when funding women projects in order to enhance their sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concept of sustainability found its roots in the United Nations' 1987 Brundtland Commission Report "Our Common Future" and even earlier in the 1980's World Conservation Strategy. Starting from a 'pure' ecologically based concept in the 1970s and in the World Conservation Strategy, it transformed very quickly into a more comprehensive socio-economic approach. According to the Brundtland Report of the World Commission on Environment and Development (WCED 2007), sustainability is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

A project is sustainable when it continues to deliver benefits to the project beneficiaries and or other constituencies for an extended period after the financial assistance has been terminated. Sustainability is about balancing or harmonizing social, environmental and economical interest. In order to contribute to sustainable development, a project should satisfy all the three pillars. The balancing in the three aspects is achieved by trading off the negative effects of doing business for a somewhat lower profit. This approach is not about compensating bad effects but about creating good effects (Silvius and Schipper, 2010). However, in most projects the balancing is not achieved due to managers capitalizing so much on the economical interests and leaving behind the other pillars.

Sustainability can also be viewed as a relationship between dynamic human economic systems and dynamic, but slower, ecological systems, in which human life can develop indefinitely, human individuals can flourish, human culture can develop and effects of human activities remain within bounds so as not to destroy the diversity, complexity and functioning of the ecological life-support system (Costanza, 2002). According to IFAD Strategic Framework (2007), sustainability of a project can be defined as the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project external funding. The Brundtland Report, is probably the most widely quoted definition as it marks an important shift away from the idea of sustainability as primarily an

ecological concern to one that emphasizes the economic and social processes of development (ILO, 2007). In recent years there has been an increasing focus on, and understanding of, the design and implementation phases of projects as part of efforts to make projects more successful and work more efficiently (IFAD, 2007).

In Africa and developing countries, significant proportion of projects may be in operable or abandoned completely. Similarly, according to Foxand (2004) in a study of sustainability of projects in rural areas of Limpopo Province in South Africa, projects can't be implemented and sustained without active community participation; such projects will collapse leaving the communities trapped in abject poverty. In addition, a study by McKay and Sarakinsky (1995), noted that, lack of education and skills to run the projects is likely to affect the participants in projects negatively as they will make mistakes and blunders which may hamper the sustainability of the projects. National governments and international donor agencies have invested a lot of funds in project implementation but despite ever increasing attempts to tackle the problem, many still fail to maintain the flow of expected benefits over their intended lifetimes of 15, or even 20 years (Sara and Katz, 1997). Several factors have undermined long term sustainability of income generating projects such as, the lack of follow-up support, lack of technical skills to carry out preventive maintenance or the absence of refresher training courses on the project implementation and monitoring and evaluation (Rigby, Hewlett and Woodhouse, 2000).

Women projects have been recognized throughout developing countries as an engine to development and as well as a vehicle toward fulfilling the millennium development goals (MDG's) adapted in the UN millennium summit in 2000 (Rigby, Hewlett and Woodhouse, 2000). Chief among these goals is the reduction of poverty and assistance of developing countries in the areas of wealth creation and the improvement of living standards. In the 1970's production of economic development saw women as non-contributors to economic development, in fact they were to be seen not to be heard. However, with the much published growth and development concept, the role of women has been emphasized and it is drastically changing. People need to incorporate women in very important positions in the society, today we have women who are Cabinet Secretaries, Principal Secretaries and so on. ILO report examines "good practices" and challenges in policy and programme support. It adopt an integrated

approach and programme approach to helping women entrepreneurs including coordination, leadership, financing, training, business support, information sharing, networking and the legal environment (ILO Report, 2007). This calls for need to explore the influence of management practices on sustainability of women projects. This forms one of the bases for the proposed study.

In Kenya, women own little or no land for farming (Daniels and Ngerwa, 1993). This is perhaps the severest constraint faced by the rural women folk. In rural areas, there are very few employment opportunities; moreover, work as casual and seasonal labourers in agriculture or construction may not be an option for women. For those with little or no land, they have started women projects. These projects tend to be relatively small, have informal structures, have low capital needs, need modest educational requirements, have high labour intensity, and depend on local raw materials. They are also characterized by their dependence on family labour and limited technical and managerial skills. Commonly, these projects maintain little business records and do not have access to credit from formal credit institutions. Perhaps then, the above factors contribute to their low survival rate. In general, the factors can be summed up to inadequate managerial practices.

It has been urged that when a woman is helped, the whole society will benefit inclusive of their men counterparts. Jiggins (1989) notes that about 30% of the rural households in the world are headed by women, and that women contribute about 80% of agricultural labour, produce almost 60% of the food that is consumed by rural households and generates more than 30% of all households incomes mainly through women projects. According to Daniels and Ngerwa (1993), 59% of the households' income in Kenya comes from women projects. This calls for the need to study and boost women projects. In addition, most of the development aid in the world today is channeled through women groups. These women groups are for the purpose of pooling savings and credit mobilization where poor women can be empowered economically to overcome poverty (ILO Report, 2007).

1.2 Statement of the Problem

The current situation is that the remittance rate of loans advanced to women projects has declined to as low as 60% from records in district gender office. A status report

indicate that some projects are even going to as far as getting loans from KWFT and Women Chamas to repay loans advanced to them. This trend is worrying given that when the fund was being set up the progression was to have at least 90% repayment if not 100%. Given that all the proper structure in place such as good leadership, training, financial management and M and E it is quite worrying that the projects will continue collapsing thereby not achieving its intended objectives of eradicating poverty among women. From the background, it is evident that project sustainability is still a major challenge in many developing countries as many of projects implemented at huge costs often tend to experience difficulties with sustainability. In Murang'a south sub-county slightly less than 1000 women projects are in operation compared to the envisaged 4500 which were in operation ten years ago (District Social Development Officer, Murang'a South, 2013). There are many factors that influence the sustainability of women projects in Kenya. The current study contends that management practices play a major role. This formed the basis of the proposed study. To this end, the study intended to establish the influence of management practices on sustainability of women projects in Murang'a South sub-county, Kenya.

1.3 Purpose of the Study

The purpose of the study was to assess the influence of management practices on sustainability of women projects in Murang'a South sub-county, Kenya.

1.4 Objectives of the Study

The study was guided by the following four objectives;

1. To establish the influence of leadership on sustainability of women projects in Murang'a South sub-county, Kenya.
2. To establish the influence of training on sustainability of women projects in Murang'a South sub-county, Kenya.
3. To establish the influence of financial Management on sustainability of women projects in Murang'a South sub-county, Kenya.
4. To assess the influence of monitoring and evaluation on sustainability of women projects in Murang'a South sub-county, Kenya.

1.5 Research Questions

The study was guided by the following research questions;

1. How does leadership influence sustainability of women projects in Murang'a South sub-county, Kenya?
2. What is the influence of Training on sustainability of women projects in Murang'a South sub-county, Kenya?
3. To what extent does financial management influence on sustainability of women projects in Murang'a South sub-county, Kenya?
4. To what extent does monitoring and evaluation influence sustainability of women projects in Murang'a South sub-county, Kenya?

1.6 Significance of the Study

This study hoped to sensitise the Ministry of Gender and other donors on the aspects to consider when funding women projects in order to enhance their sustainability. The study also hoped that it would lead to development of policies either nationally or at county level on appropriate measures to undertake in regard to funding and sustainability of women projects. The findings hoped to sensitise the Women Group leadership on the management practices to emphasize so as to enhance sustainability of their projects.

The findings hoped to advance knowledge on influence of management practices on sustainability of women projects and therefore form a base for further studies for those who intend to pursue further research.

1.7 Delimitations of the Study

The study was confined to establishing the influence of management practices on sustainability of Women projects in Murang'a South Sub-County. This is because women are marginalized in many aspects. They do not have collaterals according to Daniels and Ngerwa (1993) and employment in the rural areas where majority lived was also limited.

The study also delimited on the sample to only chairladies of women projects since they are familiar with group activities.

1.8 Limitations of the Study

This study was likely to be faced with the following limitations; some respondents thought that the research would benefit them financially. Others may have failed to respond to the questions in an honest manner, which mildly affected the results of the study. Finances and time was also a limitation because the area where the women projects were was vast and they were far apart. To counter this, the researcher worked closely with the gender officer in the district to assist in data collection.

1.9 Assumptions of the Study

The study assumed that management practices are the single most aspect that influences sustainability of women projects.

1.10 Definition of Significant Terms

Chamas	Organizations or groups of individuals formed with the aim of assisting members uplift their standards of living.
Financial management	Ability to make plan on how to use the available funds effectively.
Income generating project	An activity in which a group engages in to make income for example Tree planting.
Leadership	Ability to influence the thoughts and behaviors of others/ a group towards the accomplishment of a goal or goals.
Management practices	These are the practices that a manager should undertake to ensure smooth running of a project, for example planning, leadership, monitoring and evaluation, organizing, managing finances, motivation and training.
Monitoring and Evaluation	Systematic collection and analysis of information at regular intervals about ongoing project in order to compare the actual project impacts against the set objectives to facilitate decision making.

Sustainability

Continuation of a project to have benefits after implementation and even after external funding has been completed.

Women projects

Women Projects are those income generating projects undertaken by women meant to improve their lives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed and analyzed critically available literature on the management practices and their sustainability of women projects from global, Africa, Kenya and local perspectives. Literature on Leadership, Training, Financial Management and Monitoring and Evaluation will be reviewed. A conceptual framework was developed.

2.2 Concept of Sustainability in Project Management

The nature of project management has taken a paradigm shift from the earlier one in the sense that it has ceased to be dominated by the construction industry but now it is applicable in all organizations. (Tembo, 2003) It has also advanced and become more specialized branch of management in its own right. As a result, the nature of projects has to change taking into focus on the project cycle that include: proper design, planning, effective implementation, monitoring and evaluation and the sustainability as well. (Norton and Bryan, 2005)

Sustainability has been defined as "the continuation of benefits after major assistance from the donor has been completed" (Australian Agency for International Development 2000). The concept has however evolved as it has become of interest to non grant-making institutions. Sustainability in development refers to processes and relative increases in local capacity and performance while foreign assistance decreases or shifts (not necessarily disappears). The objective of sustainable development is open to various interpretations. (Norton and Bryan, 2005).

Over the years, the concept of project sustainability has varied widely and broadened in scope. The concept arose in response to economic growth models that characterized development approaches over the last half century. It gained wider use after the World Commission on Environment and Development published 'Our common future' (Chambers and Conway, 1992). Similarly according to IFAD (2007), project sustainability, ensures that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. Also according to IFAD's Office of Evaluation

sustainability entails determining whether the results of the project will be sustained in the medium or even long term without continued external assistance. It further expands on the concept of programme sustainability by distinguishing among several factors that either contribute or detract from the long term impact of IFAD interventions (IFAD, 2006).

Consequently, in an effort to ensure sustainable livelihoods and eliminate poverty, there has been a growing concern to embrace the idea of sustainability of all the projects undertaken. Chambers and Conway (1992) noted that this approach considers the resilience of livelihoods to shocks and stresses over the long-term and the ability to manage available assets that include the natural, physical, social, human and financial both in present and in future.

2.3 Influence of Leadership on Sustainability of Women Projects

In this study, Leadership refers to how an individual influences a group of individuals to achieve a common goal. The individual can be a firm's owner manager and the group as employees in an organization. Leadership has a positive role to play in the achievement of sustainable women projects. Chambers and Conway (1992) argues that leadership involves motivating the employees, being innovative, creating a healthy organization, policy maker and so on. In relation to sustainability of projects, the above can play a key role in influencing successful sustainability of women projects. For example top management support and organization culture. Without leadership in women projects the sustainability of these projects may not be achieved because they may fail at the initial stages or even after completion. Managers lead by establishing project values and ethics, and transforming the way project does business in order to improve its effectiveness, efficiency and sustainability (Dana, 2001). Good project leaders motivate project workers and create suitable environment for workers to motivate themselves (Mchugh and et al 2002).

Managers of women projects, due to their incompetence have failed to effectively lead people working in the project. This lead to low success rate of such projects during implementation and subsequent post- implementation (Westland, 2007). This is contrary to the observation made by Mchugh and *et al* (2002), that progressive leadership empower their members to make decision on their own. According to

Hakala (2009), many project leaders have difficulty striking the right amount of assertiveness. Effective project leadership create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion. As far as women projects are concerned, the projects leaders in these projects most of the time fall short of this quality and the consequence is lack of project sustainability of these projects. A project leader must be able to communicate his or her vision in terms that cause followers to buy into it. He or she must communicate clearly and passionately, as passion is contagious.

Good leadership must have the discipline to work toward his or her vision single-mindedly, as well as to direct his or her actions and those of the team toward the goal (Hakala, 2009). Effective and efficient leadership with quality leadership skills, creative with commitments will lead the projects to sustainability. There is a need for persistence and perseverance leadership to mobilize, inspire, and lead the staff with participatory style of leadership. Through lack of skills in strategizing at the local level, the gains have not been capitalized widely; setting goals and being better informed (Holiday, 2002). Production skills, trading skills, communication skills, problem-solving skills, developmental skills and so on are required for sustainability. The people who are empowered with skills will participate maximally with competency because of the knowledge they shall have acquired.

Project leadership should involve other members of the group in productive and decision making roles in order to move faster and more assuredly towards sustainability in the economic, social and environmental sense. Failure to involve them will lead to divisions within hence unable to achieve the intended goals (Hakala, 2009). As such the stakeholders will come up with innovative skills which when implemented will result to the rapid growth of this projects. According to Holiday (2002), project sustainability, is also enhanced by women leaders who direct and coordinate the activities in the projects handled by leading from the front in order for other to follow suit thereby avoid divisions which are likely to stagnate the achievements of project objectives.

Managers and business owners need to lead flexibly because group members responds to different styles of leadership in different ways while some members simply want to

be left alone, others require a high level of feedback and encouragement understanding the effect that your leadership has on individuals is the sign of a competent manager (Landale, 2005).

Giving individual attention to each of the group member can improve their performance while hardworking, ambitious members will appreciate the attention and feedback, malingers will be aware that you are paying attention to them as individuals and will be more achieved to work harder as they realize that their contributions are genuinely appreciated thus improving their morale (Dana, 2001).

A leadership style that emphasizes encouragement over demands and regulation can be very effective with certain kind of group member. People who don't respond well to being ordered around thrive when their contributions are noted and appreciated in a positive way (Hakala, 2009).

According to Dana (2001) organizing tasks and workshops for management in a company helps them become more aware of the effectiveness of positive leadership styles. When leadership offer more positive feedback and members of the group respond with better work, the results can be a mutually beneficial circle that results in a more content and more productive projects. Leading to example shows project members that you are willing to walk the walk as well as talk the talk and its an effective way of building solidarity and loyalty in the group.

2.4 Influence of Training on Sustainability of Women Projects

Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently (Landale, 2006). Training also enables the target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency.

For the project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). Training offered should be of quality and must match with the project requirements to

ensure effective and efficient post- implementation of the project. In order to increase chances of successful sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard and Bolles, 2007). By knowing what lead to project failure, we stand a better chance to forestall the pitfalls by being more proactive in our planning. To counteract the foregoing and ensure success, the following factors should be put into consideration; risk management, project control and sponsorship (Hatry and Harry, 1999).

Women projects are micro- businesses; hence they lack financial capacity for training their managers and members on essential skills needed for effective implementation and sustainability of the projects (Wickham and Wickham, 2008). Small firms unlike macro-firms have a much lower incidence of formal training, relying mainly on training on the job (Barot, 1995). For women projects to be successful in sustainability there is need for prior resources planning in addition to project planning. Training plays a very important role in addressing confusion, confidence and commitment to issues found within women projects, which affect members and managers timely response to emerging problems that hinder efficiency in projects implementation and sustainability (Landale, 2006).

The women projects in the community are poorly implemented because the managers and the members do not appreciate the need for training on how to formulate plan and implement income generating project to successful completion (World Bank, 2005). This is because they deal with projects which existed or exist in Kenya. The women carry out preliminary inquiries and convince themselves they have adequate knowledge to successfully implement the projects to completion and sustainability.

According to Landale (2006), cognitive and emotional roller coastal is a designed training method which allows participants to move from unconscious incompetence to conscientious competence while at the same time becoming more emotionally engaged with learning from each other. The research by Conway (1992) and Chambers (1997) in which they investigated the role of learning in organizations showed that training in an organization is fundamental to organizational success and survival (sustainability).

Quality training increases commitment to project objectives and awareness of individual participant's benefits from successfully implemented and completed projects. All team members should receive detailed training on process and procedures relevant to their own work (Oakland, 2003). For the training to elicit required commitment and awareness from participants, it must address specific needs of projects (Armstrong, 2008). Women projects managers do not take time to identify management needs and those of specific people working in a specific project, but take advantage of any training organized by the government or non-governmental organization and send people working in project and managers to be trained (World bank, 2005). This partly explains what leads to poor sustainability of the women projects.

According to (Hubbard and Bolles, 2007), for modern project to facilitate timely achievement of project objectives, members of the team must possess characteristics, skills, values, attitudes and commitments that enable projects to achieve their goals efficiently. Formation of women projects does not consider the above characteristics and other aspects in most cases. This lead to the formation of a project mob instead of project team in which members mistrust each other, lack commitment to the project goals , holds diverse and contradictory attitudes and values, and managers are more concerned with personal grow than group success (Westland, 2007). This study support the view that training of projects' members and managers should be able address all the above among others and correct them to ensure project team focus on purpose, strategy and sustainability of their projects within the constraints of time, cost, resources and quality output. Effective project team management must inspire people working in the project to develop more commitment to performance of the project tasks. Training can achieve this if suitable methods like multimedia and outdoor activities are used to establish common entry behavior in the training, build trust and support among members respectively.

Income generating projects by established business firms train their project members and staff on risk assessment and management, women projects rarely does so due to financial constraints and lack of competent project managers in the women projects (Westland, 2007).

The effect of this failure to train on risk assessment and management is seen during implementation phase when these risks start emerging and disrupt the focus on project implementation and sustainability leading to project failure. Risk process is used to ensure that every risk is formally identified, monitored, avoided, transferred and mitigated (Westland, 2007). This study support the opinion that without training on risk assessment and management process in place, unforeseen risks may impact negatively on the ability of the project team to meet its objective of having a project that is sustainable. Risk is inherent in almost every business decision, including capital budgeting decisions as they involves costs and benefits extending over long period of time during which many things can change in unanticipated ways (Chandra, 2006). In order to ensure that training increases project sustainability success rate, it must focus on project- specific risk, competitive risk, market risk and international risk.

Training on project formulation enables project managers and staff to acquire skills and knowledge for creating new project by defining the business problem or opportunity to be addressed, the solution to be delivered and scope within which the project will be undertaken (Landale, 2006). If the project is not properly formulated, this will greatly increase the risk of project failure even after it has been implemented. Women projects failure to properly define the business benefits and costs associated with the project, they assume that solution identified is feasible, without conducting feasibility test, and they define the generic objectives, scope and deliverables of the project without any sound basis of measuring performance (Westland, 2007). This is the reason why many women projects suffer from creep, late delivery, excessive spending and post-implementation becomes a major problem. While this study is supported by Chandra (2006), it differs with Landale (2006) and Hatry and Harry (1999) in that while they focus on general training, the study is concerned with training of project officials and members on effective implementation planning which will in turn ensure project sustainability.

2.5 Influence of Financial Management on Sustainability of Women Projects

In this study, financial management refers to ability of the women groups to manage the funds given by the Women Enterprise Fund or from other sources for example banks (e.g. KWFT) through proper record keeping, financial reporting and budgeting.

Finance is a major resource in project, without which it cannot operate and so the resource should be given the attention it deserves if the women projects have to survive. Financial activities in women groups should be planned for, recorded, monitored and controlled if the projects have to be sustainable. Massie (2006) noted that the demand for careful project planning has made financial management a key activity in organizations and projects in general. Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. It also entails planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise. Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc. In many cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm.

According to Madison (2009), financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is important to lay and plan our budget for the amount of money received (Kiogora, 2009). However it is doubtful whether the women projects in Murang'a South prepare and use budgets appropriately. This makes it necessary to investigate the financial management in these groups.

A well prepared business plan (Schoonover et al, 2010), demonstrates that project managers know the project and that they have thought through its development in terms of products, management, finances, market and most importantly competition. Despite proper planning in some women projects, their sustainability is still low as they are not been able to repay the loans given by the banks or WEF or commercial banks as is the case with some women projects in Murang'a South Sub-County.

Similarly (Sanga, 2009), also noted that, financial planning starts with the evaluation of the current financial position, he suggests that one should know where they stand financially, how much they own and how much they owe. Further, one needs to figure out what they really want to achieve. One need to set financial goals, which involve identifying ones needs and wants. Connell (2008) added that financial planning and management is for everyone in the project. He also reminded us that we are all financial planners and everyone has a financial plan on some level. As compared to the above argument by Connell, some members of the women projects may be due to their ignorance do not take themselves as financial planners and therefore detach themselves from the project, this actually threaten the sustainability of the project.

Findings from a study by Madison (2009) on factors affecting sustainability of rural water supplies in Tanzania concluded that, sustainability of rural water supplies projects is clearly undermined by poor financial management the constituent element which must be addressed by all implementing agencies, donors and government. It also recommended improvement to financial management through a commitment lead by the District Water officer who must accept management as a key to success of the water schemes.

According to Pandey (1997), the basis for financial planning, analysis and decision making is the financial information. Financial information is needed to predict, compare and evaluate the project or firm's earning ability. The financial information of an enterprise is contained in the financial statements or accounting reports (Pandey, 1997). Massie (2006), points out that financial statements contain valuable information that managers can use to analyze past performance of a project. Stoner et al (2007) noted that financial statements are used to track the monetary value of goods and services into and out of the organization. This then calls for the women project managers to have a careful financial management strategy to guarantee the sustainability of these projects.

Financial accounting is concerned with book keeping that is recording daily financial activities and preparation of final accounts. Financial information can be fed to those who require such information for decision making and record keeping purposes. According to Chandra, (2007), records and record keeping are linked with an

organized activity. It is only through the information that an organization records in the normal course of business that it can know what it has done and effectively plan what it will do in the future.

Record keeping systems are the biggest challenge in an organization; however, they are important because they provide the basis for all reports needed to make governmental agencies, banks and potential funders. They provide the overall picture of how an organization is doing and where it is headed. However, important as record keeping could be, some organizations, especially small firms and women projects, cannot enjoy proper record keeping as it could be expensive to the firms because the required facilities and qualified manpower to maintain proper records may be expensive. Proper record keeping sustains and expands an organization and without it the business runs a risk of hitting cash flow crunches wasting money and missing out opportunities to expand (Sanga, 2009)

2.6 Influence of Monitoring and Evaluation on Sustainability of Women Projects

In this study, Monitoring and Evaluation means the regular and frequent tracking of the various project activities to ensure that the project continue as stipulated in the set objectives. The success in the sustainability of any project relies on effective Monitoring and evaluation which should be continuous and involves systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds”. Thus monitoring embodies the regular tracking of inputs, activities, outputs, outcomes and impacts of development activities at the project, program, sector and national levels. Monitoring thus forms an integral part of all successful projects. Without access to accurate and timely information, it is difficult if not impossible to manage an activity, project or program effectively (Patton, 1999).

According to UNDP (1997) “Monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition it enables the reinforcement of initial positive results.” In fact it is a major aspect that cannot be

overlooked because it determines the sustainability of any venture or project. According to Standish Group Project Chaos Report (2005), one of the reasons for project failure is lack of project monitoring and control. Monitoring and evaluation of development activities provides programme and project managers, including Government officials and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Within any programme or project there is a strong focus on results - this helps explain the growing interest in monitoring and evaluation. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities (Mark, Henry, and Julnes, 2000).

Over the past one decade, aid organizations have faced increasing pressure to become more effective and results-oriented. Many have launched agendas of results-orientation and results based management (RBM), more recently referred to as 'managing for development results' (Hatry and Harry, 1999). It is for this reason that the women projects need to embrace fully the concept of M and E to ensure their sustainability. The renewed focus on results reflects an interest within the donor community to better demonstrate the effectiveness of development interventions. In this context, Monitoring and Evaluation is recognized to be a key element. At the same time, weakness in M and E has emerged as a general problem in development work, with the need to improvement systems widely acknowledged. A comparative review of several major development agencies' strategies and approaches to project-level M and E systems concluded that there was a need to improve (Patton, 1999).

Middle and large scale business projects train their project managers and staff on critical aspects of project implementation, physical milestones, financial targets, quality of inputs, quality of production processes and sustainability (Wickham, 2008). Unfortunately, in women projects, the managers and staff are usually not taken through monitoring and evaluation training due to financial constraints and project management incompetency to establish a baseline against which to measure progress. Therefore, when Project managers and team members working in a project acquire competence in monitoring and evaluation skills, they are able to detect deviations from project plan in time and make necessary correction (Mulwa, 2007), this will

ensure women projects sustainability even after the initial funding has been stopped. Experience has shown that the extent to which the project staff and management are drawn into the decision machinery pertaining to the evaluation of the projects, the same extent will they value and use the evaluation results. In this case, evaluation should be seen as management tool to help stakeholders improve on what they do (Mulwa, 2007)

Controlling is a management function that involves determining whether or not organization is progressing towards its goals and objectives and taking necessary action if it is not (Chandra, 2006). This is the heart of management system because it provides the feedback that enable the managers and workers to adjust to any deviations from the plans and to changes in the environment that has affected performance (Mchugh and et al, 2002). In executing this management function, project managers set clear performance standards, monitor and record actual performance, compare the results against plans and standards, communicate the results and deviations to the people working in the project, reward outstanding performance and take corrective action when needed (Hubbard and Bolles, 2007).

2.7 Conceptual Framework

This study will conceptualizes Management practices include leadership, training, Financial management and Monitoring and Evaluation as the independent variable while Sustainability as the dependent variable. Figure 1 this relationship between the variables.

Independent Variables

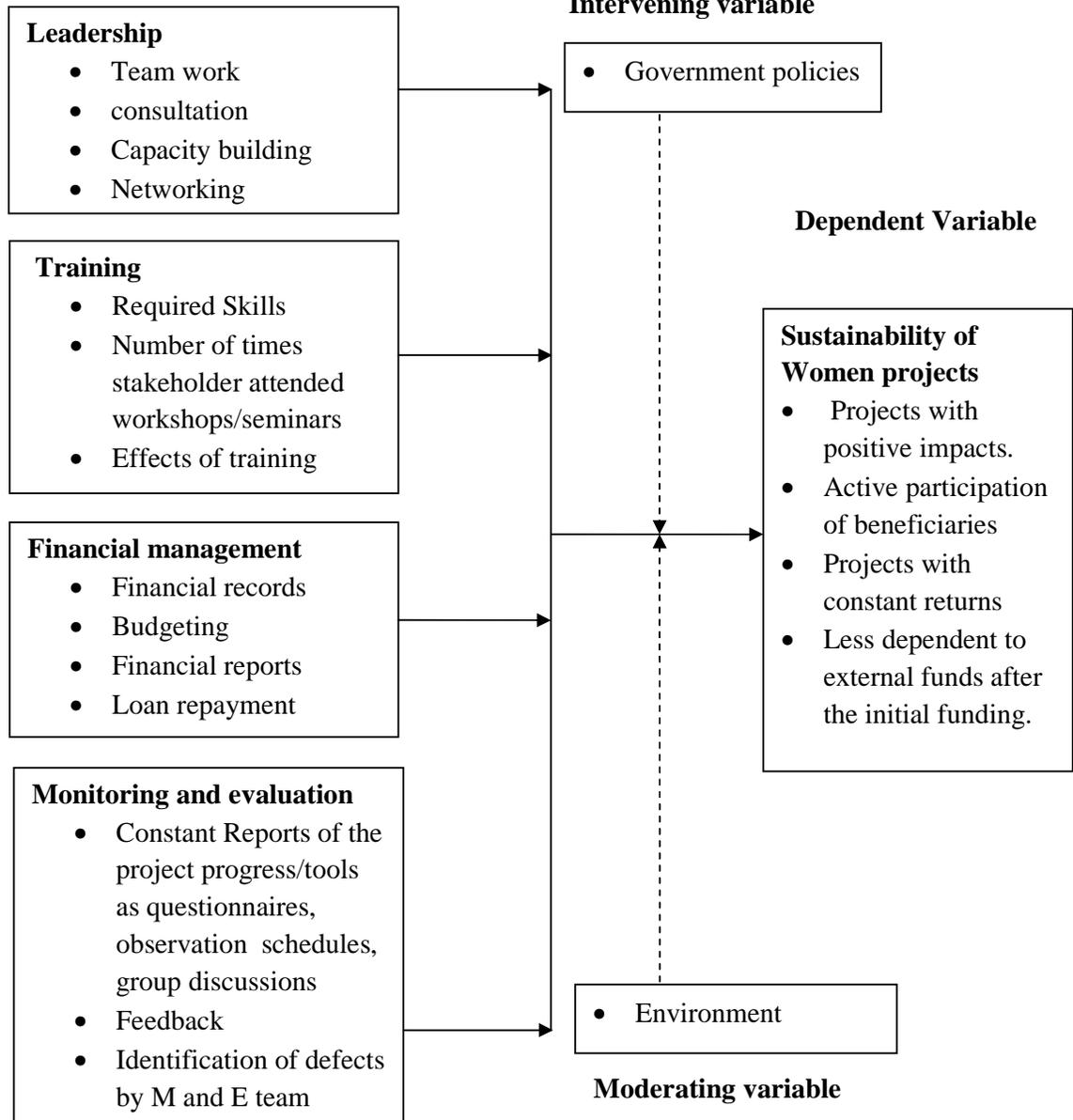


Figure 1: Conceptual Framework

Leadership which entails the ability to influence other team members to working as a team, regular feedbacks, and constant capacity building activities is a paramount skill in sustainability of a project. Other indicators of effective project sustainability are, project vision, mission, objectives and time schedules which should be guided by the project leader.

Training is closely linked to management in that managers are efficient in sustaining projects if they are well trained. Also when such projects managers lack relevant training, experience and commitment to the project they may not have the necessary competence to scan and analyze environmental factors and other market forces that determine the continuous survival of the project (sustainability). Training increases competence of both managers and team members in the project and that improved project management improves time management and efficient utilization of other resources which in turn ensures sustainability of projects.

Financial management is associated to management in that, managers are efficient in making sure that projects are sustained if they are able to have a viable budget, maintain proper financial records and reports of all the cash flows in the project.

Constant Monitoring and Evaluation has a positive correlation with sustainability of projects in that regular tracking of the project activities ensures that the project progresses as scheduled and the benefits are maintained even after external funding has been stopped. The skill and knowledge on the Monitoring and Evaluation therefore is necessary for the sustainability of a project.

2.8 Summary of literature reviewed

From the literature reviewed, it was evident that several factors affect sustainability of women income generating projects. Foxand (2004), in a study of sustainability of projects in rural areas of Limpopo province in South Africa, noted that community participation is important in sustainability of projects. According to a study by Tango international (2008) in Philippines and Vietnam reveals that failure to manage risks in a project is a major constraint of project sustainability. Chandra (2006) laments that organizations should put in place proper mechanisms in order to monitor and evaluate the project progress in order to come up with collective measure to arrest the situation

in case deviations are detected. This should be done in all the stages of project cycle from the start to the end to ensure project sustainability.

According to Kiogora (2009), most projects fail to reach their maturity once rolled out due to their inability to keep proper financial records and as such there are unable to monitor all the financial transactions carried out these results to the collapse of the projects before maturity.

However, none of these studies had taken an in-depth study of management practices such as leadership, training, financial management and monitoring evaluation and how they influence women projects sustainability. Also no substantive study had been carried out at least in Murang'a South Sub-County on the influence of Management Practices on sustainability of women projects. This study therefore was aimed to bridge that gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research methodology used in the study. It also focuses on target population, description of the research instruments, administration of research and the methods of data analysis.

3.2 Research Design

Descriptive survey design was employed for the research study. Descriptive Survey design was used to obtain data that helps to determine specific characteristics of a large group (Kombo and Tromp, 2006). It involves collecting original data (often in the form of a questionnaire) for the purposes of describing a population which was too large to observe directly. The research study used quantitative approach. The design was chosen because the project study collected information from a large population of women groups in order to answer the research questions.

3.3 Target Population

Wiersma and Jurs (2005) defined target population as all the members of a real or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study. The study targeted 620 women groups dealing with income generating projects in Murang'a South Sub-County. Table 3.1 summarizes the target population.

Table 3.1 Target population of the women groups

Serial No.	Category of the project	No. of Women groups
1	Avocado	34
2	Basket making	21
3	Bee keeping	21
4	Dairy cattle	3
5	Dairy goat keeping	21
6	Mango/passion	17
7	Pig rearing	17
8	Poultry keeping	103
9	Rabbit rearing	10
10	Soap making	69
11	Tissue culture bananas	137
12	Tree planting	151
13	Yoghurt processing	17
Total		620

Source: Murang'a South Sub-county Gender office, 2013

3.4 Sample Size and Sampling Techniques

The women groups were stratified into thirteen strata according to the type of activity they were engaged in Table 3.1. Stratified sampling method was used to select the women groups who had been included in the sample from the target population of 620 women groups. From each category of project (stratum), 15% of each women group was picked. According to Valeric and John (2000), this was adequate sample as generalization could be made from a sample that was 15% of the target population. The sample size had 93 women groups. Simple random sampling was used to select the actual women groups from each stratum to avoid biases where each had equal chances of being selected. From the 93 women groups, the Chairlady was purposively chosen because as the leader, she was familiar with the group's activities. Purposive sampling was used to select the Women Gender Officer from Murang'a South Sub-county. This was because she was the overseer of all the activities in the Sub-county and information rich.

3.5 Research Instruments

Data was collected using two instruments: Chairladies Questionnaire (CQ) and Gender Officer Interview Schedule (GOIS). The CQ was structured Questionnaire. It was divided into five sections: Section A captured details of the Chairlady's personal information such as: Level of Education, age and number of years served. Section B contained information about the project, Section C, D, E and F captured data on management practices: Leadership, Training, Financial Management and M and E. The GOIS was an Interview Schedule. It was designed to guide in the interviewing the Gender Officer on the influence of the four management practices: Leadership, Training, Financial Management and M and E on sustainability of the Women projects in the Sub-County.

3.5.1 Piloting the Research Instruments

Piloting was done with chairladies of 5 women groups to check for the validity and reliability of the Chairlady Questionnaires (CQ). These groups were not involved in the actual study. The pilot study also helped the researcher to familiarize with data collection process.

3.5.2 Validity of the Research Instruments

Validity referred to the degree to which evidence supports any inferences a researcher makes based on the data he or she collects using a particular instrument (Orodho, 2009). To ascertain the content validity of the instruments, expert opinion was sought from, colleagues and the supervisor in the Department of Extra Mural Studies, University of Nairobi, Thika Centre.

3.5.3. Reliability of Instrument

Mugenda and Mugenda, (1999) defines reliability as a measure of research instrument to yield consistent results or data after repeated trials. The test-retest method of assessing reliability was used. The questionnaire was administered twice to the chairladies of five women piloting groups. The second administering was done after a two week lapse time to check whether the same results were obtained. Pearson Correlation coefficient was computed to determine the extents to which the contents of the questionnaire were consistent in producing the same response every time the instrument was administered. A reliability coefficient of a least 0.7 was accepted as recommended by Wiersma and Jurs (2005).

3.6. Data Collection procedures.

During the actual study, 93 women groups were visited and Chairlady Questionnaires left with the Chairlady, who responded to it. It was then collected after one week. In case the respondent required more time, a new date was set that favoured the respondent. The Gender Officer was interviewed in order to give some clarification on issues related to management of women groups and their sustainability. This was thematic on the following areas: Financial Management, Monitoring and Evaluation, Training and Leadership and their influence on group sustainability.

3.7 Data Analysis Techniques

The questionnaires from the respondents were cleaned, coded and entered in the computer for analysis then edited to ensure completeness and consistency. Quantitative data from the Chairlady Questionnaires and Gender Officer Interview Schedule were analyzed using descriptive statistics. The collected data was analysed using the statistical techniques such as frequency distribution tables and percentages. Data was analyzed with the help of Statistical Package for Social Sciences Programme (SPSS) Version 21.0.

3.8 Ethical issues

The researcher got an introduction letter from Nairobi University and a research permit from the National Council for Science and Technology to carry out the study. An informed consent was also sought from all the respondents. They were made aware that participation was voluntary. They were also assured of confidentiality of the information they provided and that the information was used only for the purposes of the study.

3.9 Operationalization of variables

The study identified considered the following variables and their operational indicators in Table 3.2 below.

Table 3.2: Operationalization of variables

Objectives	Type of Variables	Indicators	Measurement	Measure-ment	Data collection tools	Data analysis techniques
Effective Sustainability of Women projects	Dependent	<ul style="list-style-type: none"> - Working projects /active projects - Repayment of loan 	<ul style="list-style-type: none"> - Number of working projects - Constant returns - Amount of money repaid 	<ul style="list-style-type: none"> Ratio Ratio Ratio 	<ul style="list-style-type: none"> - Questionnaire - Interview 	<ul style="list-style-type: none"> - Quantitative - Qualitative
Assessment of the extent to which Leadership influence sustainability of women projects	Independent monitoring and evaluation (leadership)	<ul style="list-style-type: none"> - Number of times stakeholders are engaged in team building activities - Refresher courses attended - Prior experience in management of projects - Knowledge on SWOT analysis 	<ul style="list-style-type: none"> - Evidence of team building activities - Leader Education Level - Number of refresher courses attended - Seminars and workshops attended. - Types of networks leader engage in. - Evidence of SWOT analysis 	<ul style="list-style-type: none"> - Interval Ratio Ratio Nominal - 	<ul style="list-style-type: none"> - Questionnaire - Interview 	<ul style="list-style-type: none"> - Quantitative - Qualitative

Assessment of the extent to which training influence sustainability of women projects	Independent (Training)	<ul style="list-style-type: none"> - Number of training workshops/ seminars attended - Regular visits to similar successful projects in other areas 	<ul style="list-style-type: none"> - Duration of training in days - Frequency of training - Number of visits to successful projects 	<p>Ratio</p> <p>Nominal</p> <p>Ratio</p>	<ul style="list-style-type: none"> - Questionnaire - Interview 	<ul style="list-style-type: none"> - Quantitative - Qualitative
To establish the influence of Financial Management on sustainability of women projects	Independent (Financial Management)	<ul style="list-style-type: none"> - Maintained ledger accounts and reports - Presence of accurate financial statements 	<ul style="list-style-type: none"> - Availability of financial reports - Availability of budgets in the project - Evidence of regular cash flows 	<p>Nominal</p> <p>Nominal</p> <p>Nominal</p>	<ul style="list-style-type: none"> - Questionnaire - Interview 	<ul style="list-style-type: none"> - Quantitative - Qualitative
To assess the extent to which Monitoring and Evaluation influence sustainability of women projects	Independent (M and E)	<ul style="list-style-type: none"> - Monitoring and evaluation records - Presence of M and E team - Frequent feedback 	<ul style="list-style-type: none"> - Number of times a project M and E is carried out. - Availability and evidence of use of monitoring tools in the projects - Number of times feedback is given 	<p>Ratio</p> <p>Nominal</p> <p>Ratio</p>	<ul style="list-style-type: none"> - Questionnaire - Interview 	<ul style="list-style-type: none"> - Quantitative - Qualitative

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter provides analysis, presentation and interpretation of the findings of the study on influence of management practices on sustainability of women projects in Murang'a South Sub-county. For systematic presentation and analyzing data, the chapter specifically analyses the response rate, findings on Chairlady's personal information, leadership and sustainability, training and sustainability, financial management and sustainability, monitoring and evaluation and sustainability and finally on challenges facing women groups in Murang'a South Sub-County. The chapter also analyse and present the findings on the Gender Officer Interview Schedule.

4.2 Response Rate

The study sample was 94 respondents; 93 chairladies and one gender officer. The 85 returned questionnaires consisted of 91.4%. This was a high rate of return probably because the questionnaires were delivered to the respondents (Chairladies) in person and collected after the agreed date. In case a respondent required more time, a new date was set that favoured the respondent. This is in agreement with Mugenda and Mugenda (2003), findings that a response rate of 70% and over is excellent.

4.3 Demographic characteristics of the respondents

The study considered the number of demographic characteristics that may influence the management practices of the chairlady. They included age, level of education and years of service as a Chairlady as they play a key role in sustainability of the projects. These characteristics are discussed in the sections 4.3.1, 4.3.2 and 4.3.3 respectively.

4.3.1 Age distribution

Age is a factor in leadership since it also dictates experience of a member. Most of the chairladies 39(45.9%) lie in the 35 – 44 age bracket. This implies that the leaders are likely to have the requisite experience, and to command respect among the

members. This is healthy to the sustainability of the group. The Table 4.1 shows the age distribution of Chairladies of women projects in Murang'a South Sub-county.

Table 4.1 Distribution of respondents by age

Age brackets (yrs)	Frequency	Percentage
Below 25	2	2.4
25 – 34	26	30.4
35 – 44	39	45.9
Above – 44	18	21.2
Total	85	100

4.3.2 Distribution of Level of Education

Education level of leaders plays a significant role in the management of any group. The study found out that 42(49.4%) of the respondents were primary graduates. This constrained the management of the group since the chairladies lacked adequate skills and knowledge to run a group effectively and steer them to greater success. The distribution of the level of education of Chairladies is shown in Table 4.2.

Table 4.2: Level of Education

Level of Education	Frequency	Percentage
Primary	42	49.4
Secondary	35	41.2
College	6	7.1
University	2	2.4
Total	85	100

4.3.3 Years of Service as a Chairlady

The study established that majority 31(36.5%) of the respondents had served between 1 – 2 years. This experience is not long enough to steer the group to great height as most projects starts reaping benefits in their third year after repaying loans or maturing of the cultivated crops. Again they are still new in the position and takes time to settle before there presence can be felt. The Table 4.3 shows the years of service distribution of Chairladies of women groups in Murang'a South Sub-county.

Table 4.3 Years served as chairlady

Year of Service	Frequency	Percentage
Less than 1 year	5	5.9
Between 1 – 2 years	31	36.5
Between 2 – 3 years	20	23.5
3 years and above	29	34.1
Total	85	100

4.4 Information of the women projects in Murang’a South Sub-county

The study considered several aspects of the women projects that would influence their sustainability. They included the type of project, year the project was established, initial capital injected into the project, source of initial funding the number of years that the external source supervised the project and benefits after initial funding.

4.4.1 Distribution of women projects

According to the Gender Officer, there were 620 active women projects in Murang’a South Sub-county. Out of these 200 were initially funded by external donors. According to the Gender Officer, only 60 projects are still running after the donors left. The officer attributed the success of remaining projects after donor left to a number of factors. This is because they keep off politics, have leaders with skills and knowledge about group management and have proper management of funds. The officer enumerated the parameters used to evaluate sustainability of women projects in Murang’a South Sub-county as continuity of meetings for the members, keeping of proper records and keeping off from wrangles and disputes. Information was also collected on the category of project. Tree planting 19(22.4%) and tissue culture banana projects 18(21.2%) were popular projects among the women groups of Murang’a South Sub-county. This can largely be attributed to the fact that the projects require low capital, less time consuming and are readily marketable. Only one cattle project was in the entire sub-county. This can be attributed to the fact that majority of the women keep cattle in their home, in addition it is capital intensive and time consuming. Table 4.4 shows the distribution of category of women projects in Murang’a South Sub-county.

Table 4.4 Category of projects

Category of Project	Frequency	Percentage
Avocado	5	5.9
Basket making	3	3.5
Bee keeping	2	2.4
Dairy cattle	1	1.2
Dairy goat keeping	3	3.5
Mango/Passion	3	3.5
Pig rearing	3	3.5
Poultry keeping	14	16.5
Rabbit keeping	2	2.4
Soap making	9	10.6
Tissue culture banana	18	21.2
Tree planting	19	22.4
Yoghurt processing	3	3.5
Total	85	100

4.4.2 Year the projects started

Sustainability of a project can be measured by the number of years it has been running since inception. Most 32(37.6%) of the women projects started in 2010 and has been running for the last four years. This is probably because it was the year the second tranche of the Women Enterprise Fund was released by the Government. In addition, the Gender Office in Murang'a South Sub-County was started. This led to rapid growth and mushrooming of many projects. Table 4.5 shows the year the projects started and the number of years they have been running since inception.

Table 4.5: Year of the Projects Initiation

Year	Frequency	Percentage
2007	5	5.9
2008	6	7.1
2009	20	23.5
2010	32	37.6
2011	11	12.9
2012	9	10.6
2013	2	2.4
Total	85	100

4.4.3 Sources of initial funding of women projects

There are many sources of project financiers in Kenya. Most 67(78.8%) of the projects are funded by members' contribution. This can be attributed to the fact that interest rates from financial banks are high, government and donor funds are limited, hence members result to their own contribution to finance their projects. Table 4.6 shows the sources of initial funding of women projects in Murang'a South Sub-County.

Table 4.6: Sources of initial funding of women project

Source of initial funding	Frequency	Percentage
Members contribution	67	78.8
Government	5	5.9
Donor	5	5.9
Others	8	9.4
Total	85	100

4.4.4 Initial Capital of the Women Project in Murang'a South Sub-County

Capital is one of the four factors of production and for a project to run effectively funding is crucial. Majority 44(51.8%) of the women projects were funded below Kshs. 10,000. This is because majority of the projects are not capital intensive and perhaps members are not very much endowed with finances. The projects are funded according to their budget and category. Most of the women engaged in tree and tissue culture banana projects which are not capital intensive. However, the capital is too low to run a project good enough to reap good profits for the group. In addition, no project was funded above Kshs. 100,000. Probably this can be accounted for by the fact that most projects do not require high capital and the financiers may fear the repayment of loans granted to due to low rate of returns of the project. Finally, the funding is coming from members' contribution, hence the low funding considering their reluctance to contribute. Table 4.6 shows the amounts of funding of the women projects in Murang'a South Sub-County.

Table 4.7 Amount of Initial capital of the women project

Category of Project	Frequency	Percentage
Below 10,000	44	51.8
10,000 – 50,000	25	29.4
50,000 – 100,000	16	18.8
Above 100,00	0	0
Total	85	100

4.4.5 Years projects were funded by the external source

A donor may fund a project once or for a number of years. This was the same case in the 13 women projects initially funded by donors in Murang'a South Sub-county. Most of the projects funded by external source were funded for two (2) years by the donors. The members were then left to run the projects on their own. This has been the trend for funded projects of this nature (Kiogora, 2009). Table 4.8 shows the years the projects were funded by the external source.

Table 4.8 The number of years the projects were funded by external source

Number of years of funding	Frequency	Percentage
3	3	23.1
2	6	46.2
1	4	30.8
Total	13	100

4.4.6 Benefits after initial funding and implementation

Sustainability of a project is its ability to have benefit after implementation and even in post implementation and even be less dependent to external funds offer initially funding. The women projects which do not receive any benefit after the implementation and initial funding were about 49(57.6%). This is because majority of the project are young and begin by repaying loans before members can reap the benefits. This in turn adversely affects their sustainability.

4.5 Influence of Leadership on sustainability of Women Projects

The study considered aspects of leadership and how they influence sustainability of women projects. They include attendance of leadership courses, capacity building, teamwork, consultation and networking. These aspects are considered in sections 4.5.1, 4.5.2, 4.5.3, 4.5.4 and 4.5.5 respectively. Leadership is an activity where a leader influences group individuals to achieve a common goal. Leadership required capacity building to equip the leader with skills needed to run the project.

4.5.1 Leadership courses

It was established that 43(50.6%) of the Chairladies reported that they had attended a leadership course during their tenure. This probably helped them to acquire the necessary skills and knowledge which in turn impacted positively to steer their groups forward and achieve their objectives leading to sustainability of the groups in the long run.

4.5.2 Capacity building

Capacity building is a conceptual framework aimed at strengthening the skills, competencies and abilities of the leaders in order to develop the society which will overcome their sufferings. The women projects who had not undergone any capacity building since they took over leadership of their groups were 69(81.2%). This is probably because the Sub-County Gender office which is mandated to facilitate the same was started barely two years' ago. Capacity building ensured the leaders had their skills and competences strengthened. This will have a spiral effect on the way they run their groups and eventually sustainability of their groups.

4.5.3 Teamwork

Teamwork ensures cohesiveness in groups propagate the principle of inclusiveness enhances achieving of group's objectives. The Chairladies who reported to have carried out teamwork activities to enhance members' cohesiveness and propagated the principle of inclusiveness were 67(78.8%). According to them, teamwork has assisted in solving internal wrangles and faster achievement of group's targets. The gender officer observed that teamwork among the women projects members contributed to their sustainability since teamwork helps to avoid internal wrangles. On networking, the officer occasionally organised education trips and tour for leaders of women

projects to enable them network with other groups. According to her, the purpose of networking towards is to enhance sustainability of women projects by allowing the groups meet to share experiences and stories of success. This way group learn from each other enhancing their sustainability. The officer also carry out capacity building of leaders of women projects in Murang'a Sub-county so as to sensitize members on team working, financial management, conflict resolution among others areas.

4.5.4 Consultation with the donor of the project

Consultation with the donor of a project is necessary to strengthen the bond and build the trust between the project and the donor. The study found that 62(72.9%) of the women leaders reported to have not consulted with the donors of the project. This is because the donors fund the project and leave after implementation. This implies that they lacked the opportunity to get additional funding in case the groups needed more to facilitate faster achievement of objectives.

4.5.5 Networking

Networking is a social economic activities by which like-minded groups or people recognize, create or act upon business opportunities. It was reported that 67(78.8%) of project leaders did not network with other groups within or outside the sub-county. This is probably because they think their ideas will be stolen by the other groups, lack of adequate finances to facilitate the visits or they do not value the importance of networking. This portends danger of lack of sustainability of the projects as the groups may lack adequate ideas to carry the group's visions and objectives.

4.6 Training and sustainability of women projects

The study considered training as a management practice that influence sustainability of women projects. Training aspects consider included attendance of training course, objectives of the training and the effect the training has on sustainability of women projects.

4.6.1 Attendance of training course

Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently. Most 44(51.8%) of the leaders of women projects in Murang'a South reported have not attended any form of training

after the initial funding. This is probably because most do not value the importance of training or convince themselves they have adequate knowledge to successfully implement the projects to completion and sustainability. In addition, they may not leave their daily chores to attend training for a project which do not have a lot of benefits. The lack of training implies that no new skills or knowledge are injected into the groups. This may kill the group or limit its sustainability as the world is changing fast.

4.6.2 Objectives of the Training

The objectives of a training program aim at providing knowledge and skills to members so as to perform better in their field. The areas covered (Table 4.9) are important for management of the affairs of a group. More areas perhaps on conflict management and resolution mechanisms, minutes writing, grant writing project and seeking training should be carried out to enhance sustainability of women projects. Table 4.9 shows the objectives of the trainings carried out by various trainers of the chairladies of women groups done semi-annually in Murang'a South sub-county.

Table 4.9 Objectives of training of women project leaders.

Objectives/Areas covered by training	Frequency
Financial management	29
Group management	35
Managing debt	26
Making savings	21

4.6.3 Influence of training on sustainability of projects

Majority 84(98.8%) of the Chairladies felt that training influences sustainability of women projects. This is because it offers them with skills and knowledge necessary to run the projects effectively in order to achieve the targets. Quality training on project objectives and awareness led to successful implementation of the projects. According to the Gender Officer, the training of Women leaders in the Sub-County cover the following areas: group management, budgeting, making financial reports, conflict resolution mechanisms, risk management among others. In addition, they also undertake welfare training on hygiene, HIV/Aids, Jiggers among others. The training

is carried out in junction with Health Workers who train on hygiene, HIV/AIDS and Jiggers; Bank officials on financial management and dividend. According to the officer, most projects collapse due to politics, inadequate skills/knowledge, inadequate funds and lack of proper management of funds.

4.7 Financial management and sustainability of women projects

The study included several aspects of financial management and their influence on sustainability of women projects. They included tools for managing of finances and repayment of loans, sections 4.7.1, and 4.7.2 discussed the two issues respectively. Financial management is the process of managing the financial resources including planning, accounting, financial reporting and budgeting. There are several tools that can be used in managing finances in women projects.

4.7.1 Tools for managing of finances in women projects

It was established that most 46(54.2%) of the projects uses reports to manage finances. Other 25(29.4%) uses budgets to manage finances while the rest 14(16.4%) use records. Most prefer financial reports because they are done semi-annually and give the financial position of the project at that particular time. Table 4.10 shows the tools used by women leaders in managing finances of their groups.

Table 4.10 Tools for managing finance in women project

Tools	Frequency	Percentage
Budget	25	29.4
Record	14	16.4
Reports	46	54.2
Total	85	100

4.7.2 Repayment of Loans

Repayment of loans is crucial in management of a project. It signifies that project financial position is healthy and the project is sustainable. It was found that 49(57.6%) of the women projects experienced difficulty in repayment of loans. This can be attributed to the low rate of return of the projects perhaps due to the fact that some members do not participate in contribution or perhaps are reluctant to contribute. According to the Gender Officer, her office uses a number of tools to

monitor financial management of women projects. They include budgets, financial records, constant reports, cash books, petty cash vouchers among others. The women Groups acquire additional funds after initial funding from a number of sources. They include NGO like Africanile, Grant from Ministry of Gender, Members contribution and from Financial Banks.

4.8 Monitoring and evaluation and sustainability of women projects

This section discusses aspects of Monitoring and Evaluation. They included M and E tools and the influence of M and E on sustainability of women projects. Monitoring and evaluation is the systematic collection and analyzing of information at regular intervals about ongoing project(s) in order to compare their actual impact against the set objectives to facilitate decision making.

4.8.1 Monitoring and evaluation

The study found that 49(57.6%) of women projects have carried out monitoring and evaluation after initial implementation. This is a good practice because it helps to compare the impact of the project against objectives. However, this practice should be done by all projects so as to compare performance against the set objectives. Feedback gives the positive aspect of the group as well as shortcomings. It helps in decision making on what line to pursue and what corrective aspects to take. Eventually if corrective measures are taken, sustainability of the project is enhanced.

4.8.2 Monitoring and evaluation tools

There are several tools applied in Monitoring and Evaluation of a project. Observation 85(100%) and group discussions 85(100%) were the most popular tool used by Chairladies in Monitoring and Evaluation of their projects. They are preferred because they are not time consuming and all members of the group can participate and make contributions using these tools. In addition, they do not require high degree of literacy. Direct observation and group discussion on the group's progress help in evaluating the group. Corrective measures can be done immediately the deviations from the target are noted leading to sustainability of the group. Table 4.11 shows the monitoring and evaluation tools used by Chairladies in their groups.

Table 4.11 Monitoring and evaluation tools

Tools	Frequency
Questionnaires	16
Observation schedule	85
Group discussions	85
Report	46
Budget	25
Record	14

4.8.3 Influence of Monitoring and Evaluation on project sustainability

Monitoring and evaluation help to evaluate the project progress. Most 70(82.4%) of the leaders felt that Monitoring and Evaluation help in sustainability of women project. This is because M and E helps to compare the objectives of the project and the actual performance. It also helps in identifying deviations and if corrected will arrest the situation leading to project sustainability. Monitoring and Evaluation play an important role in the sustainability of women projects in Murang'a South Sub-county. According to the Gender Officer, several tools are used by her office to monitor and evaluate women projects in the Sub-County. They include observation by the officers like Community Development Assistant and Gender Officer, Discussions with Women group leaders, constant visits by Officers of the Financial Banks that have loaned them and constant scrutiny of the records such as budgets, financial records among others.

4.9 Challenges influencing sustainability of women projects.

The Chairladies identified various issues affecting sustainability of women projects. Insufficient funds 78(91.8%) and Disease 73(85.9%) are cited as the major challenges affecting sustainability of women projects in Murang'a South Sub-county. This is probably due to inability or failure of some members in the group to contribute thus crippling the group operations and lack of awareness on diseases likely to affect their projects. These challenges derail a group's progress and hence endanger its sustainability. Problems emanating from internal groups dynamics can be addressed internally. Diseases, floods and insecurity need concerted effort between the local administration and the group's leadership to control them. Table 4.12 shows these challenges.

Table 4.12: Challenges influencing women projects sustainability

Challenges	Frequency	Percentage
Diseases	73	85.9
Floods	67	78.8
Drought	70	82.3
Insufficient funds	78	91.8
Opposing ideas	31	36.4
Failure to contribute by some members	20	23.5
Few members	11	12.9
Insecurity (theft)	15	17.6
Lack of markets	10	11.8

The Gender Officer cited the following challenges as facing sustainability of women projects in Murang'a South Sub-county. They include high level of illiteracy among the Women Leaders, lack markets for their products, Leadership wrangles, lack adequate funds, members' conflict on sharing of dividends, conflicts in groups, mismanagement of funds, poor record keepings and general politics.

According to the Gender officer, the challenges above can be addressed using the following management practices: involving stakeholders in decision making, involve Community Development Assistant officials in election of leaders, electing literate leaders, frequent visits of the women group visit by CDA officials to monitor and evaluate them, conducting capacity building on the leaders of the Women Groups, training of women leaders on Financial management, group dynamics, communication among others areas, allocation of adequate funds, markets for their produce and creating conflict resolution mechanism.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings, discussions, conclusions, recommendations of the study and suggestions for further study.

5.2 Summary of findings

The study found that there were 620 active women projects in Murang'a South Sub-county. Out of these 200 were initially funded by external donors. However, only 60 projects are still running after the donors left. The success of remaining projects after donor left is due to the Groups keeping off unproductive politics, have leaders with skills and knowledge about group management and have proper management of funds. The study found that 42(49.4%) of Chairladies are primary graduates. This constrains the level of management of the groups since primary education is not adequate to run a group effectively.

It also found out that 43(50.6%) of the Chairladies had attended a leadership course during their tenure. Most 69(81.2%) of the women projects had not undergone any capacity building since they took over leadership of their groups. Majority 67(78.8%) of the Chairladies carried out work teamwork activities to enhance members' cohesiveness while 62(72.9%) of the women leaders do not consult with the donors of the project. Also 67(78.8%) of the women project leaders do not network with other groups within or outside the sub-county. This can be attributed to the fact that most have primary education and do not value the importance of networking.

The study found that 44(51.8%) of the leaders of women projects in Murang'a South Sub County have not attended any form of training after the initial funding. For those who have, the objectives of the training of the Women Leaders of women groups in Murang'a South Sub County include financial management, Group management, managing debt and making savings. The training of Women leaders in the Sub-County cover the following areas: group management, budgeting, making financial

reports, conflict resolution mechanisms among other. In addition, they also undertake welfare training on hygiene, HIV/Aids, Jiggers among others. The training is carried out with junction with Health Workers who train on hygiene, HIV/AIDS and Jiggers; Bank officials on financial management and dividend. According to the officer, most projects collapse due to politics, inadequate skills/knowledge, inadequate funds and lack of proper management of funds.

Most 46(54.2%) of the projects in the Sub-County use reports to manage finances. Others 25(29.4%) use budgets to manage finances while the rest 14(16.4%) use records. Majority 49(57.6%) of the women projects experience difficulty in repayment of loans. This can be attributed to low rate of return of the projects. Budgets, financial records, constant reports, cash books, petty cash vouchers are among the financial tools used to evaluate the financial management of the women groups in the Sub-County. The women Groups acquire additional funds after initial funding from a number of sources. They include NGO like Africanile, Grant from Ministry of Gender, Members contribution and from Financial Banks.

Majority 49(57.6%) of the women project have carried monitoring and evaluation after initial implementation. Observation 85(100%) and group discussions 85(100%) were the most popular tools used by Chairladies to Monitor and evaluate their projects. Majority 70(82.4%) of the leaders felt that Monitoring and Evaluation helped in sustainability of women projects. This is because Monitoring and Evaluation helps to compare the objectives of the project and the actual performance. It also helps in identifying deviations and if corrected will arrest the situation leading to project sustainability.

The Chairladies cited insufficient funds 78(91.8%) and Diseases 73(85.9%) are cited as the major challenges affecting sustainability of women project in Murang'a South Sub-county. The Gender Officer cited the following challenges as facing sustainability of women projects in Murang'a South Sub-county. They include high level of illiteracy among the Women Leaders, lack markets for their products, Leadership wrangles, lack adequate funds, members' conflict on sharing of dividends, conflicts in groups, and mismanagement of funds, poor record keepings and general politics.

According to the Gender officer, the challenges above can be addressed using the following management practices: involving stakeholders in decision making, involve CDA officials in election of leaders, electing literate leaders, frequent visits of the women group visit by CDA officials to monitor and evaluate them, conducting capacity building on the leaders of the Women Groups, training of women leaders on Financial management, group dynamics, communication among others areas, allocation of adequate funds, markets for their produce and creating conflict resolution mechanisms.

5.3 Discussions of findings

The study established that most of respondents are primary graduates. This constrains the level of management of the groups since primary education is not adequate to run a group effectively and they lack the relevant skills to steer the groups to greater heights. This agrees with Westland (2007) that due to incompetence, leaders fail to lead the group effectively resulting to low success rate of such projects during implementation and subsequent post implementation. The research findings indicated that most of the respondents 39(45.9%) lie in the 35 – 44 age brackets and thus better performance of the groups. The women have experience, command respect among members because of their age and this is healthy to the sustainability of the groups. However, there is need to carry out further study on the influence of age on group performance. Most of the respondents 31(36.5%) had served between 1 and 2 years. This experience is not long enough to steer the group to great heights.

There were 620 active women projects in Murang'a South Sub-county. Out of these 200 were initially funded by external donors. However, only 60 projects are still running after the donors left. The success of the remaining projects after the donors left can largely be attributed to groups keeping off unproductive politics, have leaders with skills and knowledge about group management and have proper management of funds. The study found that most 32(37.6%) of the women projects started in 2010 and has been running for the last four years. This is probably because it was the year the second tranche of the Women Enterprise Fund was released by the Government. In addition, the Gender Office in Murang'a South Sub-County was started. Tree planting 18(22.4%) and tissue culture banana projects 19(21.2%) were popular projects among the women groups of Murang'a South Sub-county. This can largely

be attributed to the fact that these projects require low capital, less time consuming and readily marketable.

The findings indicated that most 44 (51.8%) of the women projects were funded below KShs.10,000. This is because majority of the projects are not capital intensive. The projects are funded according to their budget and category. Most of the women engaged in tree and tissue culture banana projects which are not capital intensive. However, the capital is too low to run a project good enough to reap profit for the group. In addition, no project was funded above Kshs. 100,000. In addition majority 67(78.8%) of the projects are funded by members' contribution. This can be attributed to the fact that interest rates from financial banks are high, government and donor funds are limited and hence members result to their own contribution to finance their projects. The study found that 6(46.2%) of the projects funded by external source were funded for two (2) years by the donors. The members were then left to run the projects on their own. This has been the trend of funded projects of this nature (Kiogora, 2009). The findings also indicated that 49(57.6%) of the women projects do not receive any benefit after the implementation and initial funding. This is because majority of the project are young and begin by repaying loans before members can reap the benefits. This disagrees with Kiogora (2009) that members join a group with an aim to create wealth as their main aim and if this objective is not achieve the sustainability of the group is threatened.

The findings indicated that 43(50.6%) of the Chairladies had attended a leadership courses during their tenure. This was to enable them acquire necessary skills and knowledge to steer their group forward but 69(81.2%) of the women leaders had not undergone any capacity building since they took over leadership of their groups. However, 67(78.8%) of the Chairladies carried out work teamwork activities to enhance members' cohesiveness. This agrees with Mchung and et al (2002) that progressive leaders empowers their members in decision making. The findings found that 62(72.9%) of the women leaders do not consult with the donors of the project. This is because the donors fund the project and leave after implementation. In addition, very few of the projects 4(7.1%) are funded by donors. In addition, only 13(7.1%) of the projects were funded by donors. According to Hakala (2009) for projects to move faster and more assuredly towards sustainability project leaders

should involve the donor of the group in advisory roles in order to steer the group to achieve its goals. In addition, the donors may also give additional funds in case the group needs some. The study found that 67(78.8%) of the women project leaders did not network with other groups within or outside the sub-county. This is probably because they think their ideas will be stolen by the other groups, lack of adequate finances to facilitate the visits or they do not value the importance of networking. Project leaders should involve other group leaders in production and decision making roles in order to move faster and more assuredly towards sustainability (Holiday 2002)

Also 43(50.6%) of the leaders had attended a leadership course. For projects to be successfully implemented and sustained, the leaders must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). According to Chambers and Conway (1992), another measure of sustainability of a project is the active participation of members. The study found that 83(97.6%) of the members actively participated in the projects. They attended meetings, gave ideas, networked and participated in the activities of the group like tree planting, weaving, cattle rearing among others.

The study established that 44(51.8%) of the leaders of women projects in Murang'a South Sub-county have not attended any form of training after the initial funding. For projects to be successfully implemented and sustained, the leaders must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). The objectives of the training of the Women Leaders of women groups in Murang'a South Sub-county include financial management, Group management, managing debt and making savings.

The training of Women leaders in the Sub-county cover the following areas: group dynamics, budgeting, making financial reports, conflict management, proper keeping of records, conflict resolution mechanisms among other. In addition, they also undertake welfare training on hygiene, HIV/Aids, Jiggers among others. The training is carried out in conjunction with Health Workers who train on hygiene, HIV/AIDS and Jiggers; Bank officials on financial management and dividend sharing. According to the gender officer, most projects collapse due to politics, inadequate skills/knowledge, inadequate funds and lack of proper management of funds. Most

46(54.2%) of the projects uses reports to manage finances. This gives the financial position of the projects at that particular time. This agrees with Masie (2006) that well kept financial statements contain valuable information that leaders can use to analyze performance of a project. Others 25(29.4%) use budgets to manage finances while the rest 14(16.4%) use records. About 41(48.2%) of the women had attended training course on group dynamics, financial management and conflict resolution mechanism. They contributed to sustainability of the group.

The study found that 49(57.6%) of the women projects experience difficulty in repayment of loans. This can be attributed to low rate of return of the projects. Budgets, financial records, constant reports, cash books, petty cash vouchers are among the financial tools used to evaluate the financial management of the women groups in the Sub-County. The women Groups acquire additional funds after initial funding from a number of sources which include NGO like Africanile, Grant from Ministry of Gender, Members contribution and from Financial Banks.

The study found out that only 12(14%) of the projects were initially funded by the donor. The rest of the projects were funded by the members' contribution. In addition, 63(74.1%) of the projects had been running for more than 4 years. According to Norton and Bryan (2005), one of the parameters used to measure the sustainability is the ability of the project to be less dependent to external funds after the initial funding. The women projects in the sub-county can be said to be self-sustaining. This can be attributed to the fact that 46(54.2%) of the projects had sound financial management. The study contends that sound financial management contributed immensely towards sustainability of the women projects.

The study established that 49(57.6%) of the women projects have carried monitoring and evaluation after initial implementation. Observation 85(100%) and group discussions 85(100%) were the most popular tools used by Chairladies to Monitor and evaluate their projects. Moreover, 70(82.4%) of the leaders felt that Monitoring and Evaluation help in sustainability of women project. This is because Monitoring and Evaluation helps to compare the objectives of the project and the actual performance. It also helps in identifying deviations and if corrected will arrest the situation leading

to project sustainability. According to Mark, Henry and Julnes (2008), M and E is one of the parameter of measuring the sustainability of projects. Success of any project largely depends on constant feedback about the projects ongoing activities. Feedback gives the positive aspects of the groups as well as shortcomings encountered during implementation an evaluation stage. Majority 49(57.6%) of the women projects carried M and E. The study concludes that perhaps the M and E have contributed to their sustainability.

The Chairladies cited insufficient funds 78(91.8%) and Disease 73(85.9%) are cited as the major challenges affecting sustainability of women project in Murang'a South Sub-county. The Gender Officer cited the following challenges as facing sustainability of women projects in Murang'a South Sub-county. They include high level of illiteracy among the Women Leaders, lack markets for their products, Leadership wrangles, lack adequate funds, members' conflict on sharing of dividends, conflicts in groups, mismanagement of funds, poor record keepings and general politics.

According to the Gender officer, the challenges above can be addressed using the following management practices: involving stakeholders in decision making, involve CDA officials in election of leaders, electing literate leaders, frequent visits of the women group visit by CDA officials to monitor and evaluate them, conducting capacity building on the leaders of the Women Groups, training of women leaders on Financial management, group dynamics, communication among others areas, allocation of adequate funds, markets for their produce and creating conflict resolution mechanism.

5.4 Conclusions of the study

The first objective of the study was to establish the influence of leadership on sustainability of women projects in Murang'a South sub-county, Kenya. It was established that leadership played a great role in the sustainability of women projects in the County. Proper leadership leads to team working, group cohesiveness, proper conflict resolution techniques, proper financial management which leads to sustainability of women projects.

The second objective of the study was to establish the influence of training on sustainability of women projects in Murang'a South sub-county, Kenya. It was established that training enhances sustainability of women projects. Training on group dynamics, budgeting, making financial reports, conflict management, proper keeping of records, equip the leaders with skills and knowledge to effectively manage the groups enhancing sustainability of the projects. In addition, training on personal hygiene, family planning, HIV/Aids, eradication of jiggers among others address members welfare enhancing group cohesiveness hence sustainability of the women projects.

The third objective of the study was to establish the influence of Financial Management on sustainability of women projects in Murang'a South sub-county, Kenya. Proper management ensures that the group is able to make budgets, maintain proper financial records, repay its loans, earn profits, earn dividends, develop and venture in other areas. This all aspects enhance sustainability of the group.

The last objective of the study was to assess the influence of monitoring and evaluation on sustainability of women projects in Murang'a South sub-county, Kenya. This is because Monitoring and Evaluation helps to compare the objectives of the project and the actual performance. It also helps in identifying deviations and if corrected will arrest the situation leading to project sustainability.

The major challenges affecting sustainability of women project in Murang'a South Sub-include insufficient funds, diseases, high level of illiteracy among the women leaders, in experience among leaders, lack markets for their products, Leadership wrangles, lack adequate funds, members conflict on sharing of dividends, conflicts in groups, mismanagement of funds leading to failure in loan repayment, poor record keepings and general politics.

The above challenges can be addressed using the following management practices: involving stakeholders in decision making, electing literate leaders, frequent visits of the women groups by Community Development Assistant officials to monitor and evaluate them, conducting capacity building on the leaders of the Women Groups, training of women leaders on Financial management, group dynamics,

communication among others areas, networking with other women groups , teamwork, allocation of adequate funds, markets for their produce and creating conflict resolution mechanism and monitoring and evaluation of the projects. In conclusion, a combination of sound management practices of proper leadership training, sound financial management and Monitoring and Evaluation influence sustainability of women projects.

5.5 Recommendations of the Study

The study therefore recommends that for sustainability of women projects the following are required:

1. Proper leadership. Training on group management, budgeting, making financial reports, conflict resolution mechanisms, welfare issues, capacity building among groups and other stakeholders.
2. Networking. This ensures that groups within or outside the sub-county are able to recognize, create or act upon business opportunity and carry the groups visions and objectives to greater heights in order to ensure sustainability of the projects.
3. Consultation. This helps the donors and the project leaders strengthen bond and build the trust between them hence steering the groups towards the intended objectives hence sustainability.
4. Proper financial management. This ensures that the group is able to make budgets, maintain proper financial records, repay its loans, earn profits, earn dividends, develop and venture in other profitable projects.
5. Constant monitoring and evaluation. This is because it helps to compare the objectives of the project and the actual performance. It also helps in identifying deviations and if corrected will arrest the situation leading to project sustainability.

5.6 Suggestions for further research

Further research is recommended in the following areas:

1. Since the sample of respondents were drawn from Murang'a Sub-County and the results found may mainly reflect the situation in the Sub-County. Hence, the findings may not be representative of all Counties in Kenya. Thus, this study needs to be replicated in other Counties in order to get a better general picture of

the whole country. This will facilitate better the decision-making as regards influence of management practices on sustainability of women projects.

2. The study recommends a further study on influence of members' participation on sustainability of women projects.
3. The study recommends the need to carry out further research on influence of demographic characteristics on sustainability of projects.

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APPENDICES

Appendix 1: Letter of Transmittal of Data Collection Instruments

Patrick K. Mwangi,
P.O. Box 314,
Kenol.

Date: 15th May, 2013

TO WHOM IT MAY CONCERN

Dear Madam,

**RE: INFLUENCE OF MANAGEMENT PRACTICES ON
SUSTAINABILITY OF WOMEN PROJECTS.**

I am a Post Graduate student at the University of Nairobi pursuing an MA Degree in Project Planning and Management. I am currently undertaking a research project on Influence of Management Practices on Sustainability of Women Projects in Murang'a South Sub-County.

I am pleased to inform you that you have been selected to participate in the study. I therefore request you to provide data through the questionnaire provided. Please respond to all items. Your identity will be treated with utmost confidence and the data provided will be used for academic purpose only.

Thanking you in advance for your willingness to participate in this exercise.

Yours faithfully,

Patrick Kamande
L50/72993/2012

Appendix 2: Research Questionnaires for Chairpersons

This questionnaire is intended to gather general information on the influence of management practices on sustainability of women projects in Murang'a South Sub-County, Kenya and possible ways of enhancing such projects success. The questionnaire has five sections. Kindly respond to all question items honestly. Your response will be kept strictly confidential. Please tick (✓) in the appropriate box. Your assistance and cooperation will be highly appreciated.

SECTION A: Personal Information

1. What is your highest completed level of education? (*please tick*)
 - a) Primary []
 - b) Secondary []
 - c) University []
 - d) Others (specify).....

2. Age (please tick)
 - a) below 25 yrs []
 - b) 25-34 yrs []
 - c) 35-44 yrs []
 - d) Above 44 yrs []

3. How long have you served as the Chairlady of your group? (*please tick appropriately*)
 - a) Less than 1yr []
 - b) Between 1yr - 2yrs []
 - c) Between 2yrs - 3yrs []
 - d) 3yrs and above []

SECTION B: Information about the project

Introduction

4.a)(i) Type of the project

(ii) State the year the project started

b) Funding

(i) How much was the initial funding of the project?

Below 10,000 []

10,000 – 50,000 []

50,000 – 100,000 []

above – 100,000 []

(ii) What was the source of the initial funding?

Members contribution []

Government []

Donor []

Micro-finance []

(iii) If the source of funding is not from members contribution, how many years was the project funded by the external source

(iv) Do you continue to get benefit after the major assistance from the donor was completed?

Yes [] No []

SECTION C: Leadership and Sustainability

5.a) Since the major assistance from the external source (donors) was completed have you undertaken any leadership course

Yes [] No []

b)(i) Have you had teamwork in your project?

(ii) How has teamwork assisted/contributed in sustaining the project?

.....

c) Have you consulted the donor of the project?

Yes [] No []

d) Have you done any networking with other groups over the running of the project?

Yes [] No []

SECTION D: Training and Sustainability

6.a) Since the initial funding/implementation of the project have you attended any training?

Yes [] No []

b) Who did the training and what were the objectives?

Objectives:

.....
.....

c) In your opinion, do you think training of the leader help to sustain the project?

Leader:

.....
.....

SECTION E: Financial Management and Sustainability

7.a) After the major assistance was completed, how do you manage finances in the project? Tick (✓) where applicable. Through use of:

Budget []

Reports []

Records []

b)(i) Have you sourced for any extra funding?

Yes [] No []

Tick (✓) the source of your funding.

Financial Banks []

Microfinance []

Members contribution []

Other (Specify)

c) Do you experience any difficulties in repayment of the funds/loans?

Yes [] No []

SECTION F: Monitoring and Evaluation and Sustainability

8.a) After the implementation of the project:

(i) Have you carried out any monitoring and evaluation of the project?

Yes [] No []

(ii) If yes, what monitoring and evaluation tools do you use?

.....
.....

(iii) In your opinion do you think monitoring and evaluation has helped in sustaining the project?

.....
.....

SECTION G: Other Factors

9. Kindly, indicate any other factor or additional information that may affect sustainability of women projects that have not been captured in this questionnaire

- i)
- ii)
- iii)
- iv)
- v)

Thank You For Your Cooperation.

Appendix 3: Gender Officer Interview Schedule (GOIS)

- 1) (i) How many active women projects are there in Murang'a South Sub-county?
(ii) How many women projects were initially funded by external donors?
(iii) How many women projects are still running after the donors left?
(iv) What can you attribute to the success of remaining projects after donor left?
(v) What parameters do you use to evaluate sustainability of women projects in Murang'a Sub-county?

Leadership

- 2.i) How has teamwork among the women projects members contributed to their sustainability?
 - ii) (a) Do leaders of women projects network with other groups?
(b) If yes, what is the purpose of networking towards sustainability of women projects?
 - iii) (a) Do you carry out capacity building of leaders of women projects in Murang'a Sub-county?
(b) For what purpose do you carry out capacity building?

Training

3. (a) In your opinion, what type of skills are required for women leaders after the project implementation?
(b) Do you carry out training for the women leaders in order to help in sustaining the project?
(c) What areas do you train on?

Financial Management

4. Financial management is crucial for the sustainability of any project.
 - i) How do you ensure financial management of women projects in your district?

- ii) What tools do you use to monitor financial management of women project in your district?
- iii) Do you offer any financial management courses for women leaders/groups projects in your district?
- iv) What challenges do women face in the area of financial management after project implementation?
- v) How do women acquire additional funds after initial funding?

Monitoring and evaluation

- 5. (i) What role do monitoring and evaluation play in the sustainability of women projects in Murang'a South Sub-county?
 - (ii) What tools do you use to monitor and evaluate women projects in your district after implementation?
 - (iii) What measures do you take after monitoring and evaluation to ensure continued benefits of women projects after implementation/initial donor has left the project?
- 6. (i) What challenges are facing sustainability of women projects in Murang'a South Sub-county?
 - (ii) How do you think the challenges above can be addressed to enhance sustainability of women projects in Murang'a South Sub-county?

Thank You For Your Cooperation.

Appendix 4: Research Authorization

REPUBLIC OF KENYA



NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

Telephone: 254-020-2213471, 2241349, 254-020-2673550
Mobile: 0713 788 787 , 0735 404 245
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When replying please quote
secretary@ncst.go.ke

P.O. Box 30623-00100
NAIROBI-KENYA
Website: www.ncst.go.ke

Our Ref: **NCST/RCD/14/013/964**

Date: **3rd June, 2013**

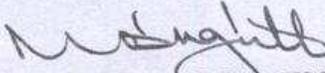
Patrick Kamande Mwangi
University of Nairobi
P.O.Box 6232-01000
Thika.

RE: RESEARCH AUTHORIZATION

Following your application dated *30th May, 2013* for authority to carry out research on *"Influence of management practices on sustainability of women projects in Murang'a South Sub-County, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Murang'a South District** for a period ending **31st December, 2013**.

You are advised to report to **the County Commissioner and the County Director of Education, Murang'a South District** before embarking on the research project.

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



DR. M. K. RUGUTT, PhD, HSC.
DEPUTY COUNCIL SECRETARY

Copy to:

The District Commissioner
The District Education Officer
Murang'a South District.

