

American Journal of **Strategic Studies** (AJSS)

**Influence of COVAW Capacity Building on Gender-Based Violence
Program Performance in Narok County, Kenya**



Influence of COVAW Capacity Building on Gender-Based Violence Program Performance in Narok County, Kenya

 **Noel Mmboga Indasi**

Masters Student at St. Paul's University-Limuru Kenya

<https://orcid.org/0000-0001-9071-6595>

Accepted: 9th Oct, 2024, Received in Revised Form: 19th Oct, 2024, Published: 5st Nov, 2024



Abstract

Purpose: The study explores the influence of employee capacity building on the performance of gender-based violence (GBV) programs in Narok County, Kenya. The specific objectives include examining the effect of leadership style, the impact of community empowerment on program effectiveness, the role of resource allocation, and the influence of organizational innovation on program outcomes.

Methodology: Utilizing a descriptive survey design grounded in modernization theory and performance and human capital theory, the research targets full-time staff from ten GBV programs operated by COVAW. A sample of 92 respondents is collected through convenience and stratified sampling techniques, incorporating both community participants and program personnel. Data collection employs interview schedules and semi-structured questionnaires, with quantitative data analyzed using SPSS software and qualitative data thematically analyzed.

Findings: Findings reveal a prevailing democratic leadership style that fosters collaboration; however, community empowerment faces challenges due to inadequate integration and mobilization. The study concludes that there is a significant interconnectedness among leadership, community engagement, resource management, and organizational adaptability in enhancing GBV program performance.

Unique Contribution to Theory, Policy and Practice: Recommendations include adopting diverse leadership styles, strengthening community engagement, and optimizing resource management practices to ensure the sustainability and impact of GBV initiatives.

Keywords: *Gender-based violence (GBV), Capacity building, Program performance, Community empowerment, Leadership style, Narok County*

1. BACKGROUND OF THE STUDY

Gender-based violence (GBV) remains a critical issue in Narok County, Kenya, where traditional practices such as female genital mutilation (FGM), child marriage, and domestic violence are prevalent. Nationally, nearly 45% of women aged 15-49 report having experienced physical violence, and 14% have faced sexual assault, with many cases going unreported (Physicians for Human Rights, 2023). In Narok, the situation is exacerbated by emerging trends such as medicalized FGM and cross-border cutting with Tanzania, leading to alarming rates of teenage pregnancy and child marriage. Despite multiple legal frameworks, including the Prohibition of Female Genital Mutilation Act (2011) and the Sexual Offences Act (2006), these harmful practices persist, reflecting deeply entrenched cultural norms and resistance to change.

While various non-governmental organizations (NGOs), including the Coalition on Violence Against Women (COVAW), have implemented awareness campaigns and advocacy programs aimed at reducing GBV, their efforts have not significantly curbed the issue in Narok County. According to a KNBS (2019) report, 78% of women in Narok continue to report cases of FGM, underscoring the ineffectiveness of current interventions. Previous studies have focused largely on the prevalence and causes of GBV but have not extensively evaluated the performance and impact of NGO interventions in this region. This creates a significant research gap in understanding how organizational capacity building within these NGOs influences their ability to address GBV effectively.

Capacity building has been recognized as a crucial strategy for enhancing organizational performance, particularly in sectors dealing with complex societal issues like GBV. International organizations like the World Bank have invested heavily in capacity-building initiatives for NGOs, aiming to improve resource management, leadership, and program implementation (World Bank, 2020). However, the success of these programs is closely tied to the ability of NGOs to utilize resources effectively, foster community participation, and drive long-term behavioral change. A study by Chaudhuri and Morash (2019) highlight the importance of organizational capacity in ensuring the sustainability of development programs, yet there is limited research specifically exploring this relationship within GBV programs in Kenya. Therefore, this study sought to fill this research gap by evaluating the influence of organizational capacity building on the performance of COVAW's GBV programs in Narok County.

2. STATEMENT OF THE PROBLEM

Gender-based violence (GBV) remains a significant issue in Kenya, particularly in Narok County, where practices such as female genital mutilation (FGM), forced child marriage, and domestic abuse are still prevalent. Nationally, 45% of women aged 15-49 have reported experiencing physical abuse, while 14% have faced sexual assault, with many incidents going unreported (Physicians for Human Rights, 2023). In Narok, troubling trends such as the

medicalization of FGM, cross-border cutting with Tanzania, and lowering the age of cutting have contributed to high rates of teenage pregnancy and child marriage.

Despite several legal frameworks, including the Prohibition of Female Genital Mutilation Act (2011) and the Sexual Offences Act (2006), GBV continues to persist in Narok County. NGOs like COVAW have launched various initiatives aimed at raising awareness and providing support through advocacy, community education, and psychosocial services. However, these efforts have not had a substantial impact, as 78% of women in Narok still report experiencing FGM, highlighting the cultural resistance to change (KNBS, 2019).

The persistence of GBV despite ongoing interventions suggests that existing programs may not be adequately addressing the underlying issues. To achieve the sustainable development goals (SDGs) and Vision 2030, it is vital to evaluate these programs' effectiveness. This study aims to assess the performance of NGO-led GBV prevention initiatives and their influence on reducing gender-based violence in Narok County.

3. OBJECTIVES OF THE STUDY

The research aimed to:

- i Analyse the impact of leadership style on the effectiveness of the GBV program in Kenya's Narok County.
- ii Examine community empowerment's influence on the GBV program performance in Narok County, Kenya.
- iii Examine the influence of resource allocation on the GBV program performance in Narok County, Kenya.
- iv Analyze the influence of organizational innovativeness on the GBV program performance in Narok County, Kenya.

4. LITERATURE REVIEW

4.1 Theoretical Review

Two theories were used to advance the argument in the study; they entail the Performance and Human Capital Development theory and the Modernization theory.

4.1.1 Performance and Human Capital Development Theory

The Performance and Human Capital Development Theory, as suggested by Caine (2005), views individuals and organizations as interdependent components of a shared journey, where the performance process is influenced by context, knowledge, identity, fixed variables, and personal elements. The theory posits that organizations must not only increase financial and staff resources but also implement systematic measures for continuous knowledge exposure to enhance employee

performance. It is particularly relevant to this study, which evaluates the impact of COVAW's investments in resources on the performance of gender-based violence (GBV) programs in Narok County, Kenya. Specifically, the study investigates how leadership style, community empowerment, resource allocation, and organizational innovation contribute to GBV program effectiveness. However, a limitation of the theory is its focus on a linear relationship, which does not adequately explain how education affects productivity; thus, the study also draws on Modernization Theory to address this gap.

4.1.2 Modernization Theory

The second theory, Modernization Theory, is crucial for understanding the dynamics of gender-based violence (GBV) as a reflection of traditional societies undergoing transformation due to global influences. Originating from Max Weber's ideas in Germany and popularized by Talcott Parsons in the 1970s, the theory argues that for social progress to occur, traditional societies must adapt their systems to align with those of developed nations (Parsons, 1971). This process involves adopting advancements in technology, transportation, communication, and capacity building, which are essential for achieving development. The study posits that capacity building within organizations enhances societal development by equipping employees with critical skills, particularly in leadership, enabling NGOs to improve their performance in societal transformation. As communities gain the necessary skills, they are more likely to transition from traditional to modern practices, thus increasing the likelihood of project success. Additionally, innovation plays a vital role in project effectiveness, which can be further enhanced by adequate funding allocation (Caine, 2005).

4.2 Empirical Review of Literature

4.2.1 Influence of Leadership Style on Project Performance

Ojukuku (2012) emphasizes that a project's or organization's success is significantly influenced by its leadership style, which encompasses how leaders inspire, guide, and motivate their teams. Various leadership styles, including authoritarian, democratic, laissez-faire, transformational, and transactional, each carry distinct advantages and disadvantages. Research by Chua et al. (2018) in Malaysia indicates that both authoritarian and democratic leadership positively impact worker performance, while laissez-faire leadership has no significant effect, highlighting the importance of distinctive leadership styles in enhancing organizational productivity. However, further studies are needed to understand the specific impacts of leadership on project performance in contexts like Kenya.

In the Asian context, Khan et al.(2020) found that transformational leadership correlates strongly with employee intrinsic motivation and overall organizational performance, despite some limitations due to the cross-sectional design. Transformational leadership focuses on follower growth and needs, encouraging adaptability and value system development, while transactional

leadership rewards performance through promotions and bonuses (Clerke, 2021). In Ghana, Akparep et al. (2019) identified the democratic leadership style as significantly impacting the TumaKavi Development Association's operations, though the limited sample size restricts the generalizability of findings. Local studies in Kenya, such as Rael (2019), also support the positive correlation between leadership style and organizational performance, particularly emphasizing the role of intellectual stimulation in transformative leadership.

Overall, the existing literature suggests that effective leadership styles are essential for enhancing organizational performance, particularly within NGOs addressing gender-based violence (GBV) programs in Kenya, indicating a need for further exploration of these dynamics in this specific context.

4.2.2 Influence of Community Empowerment on Project Performance

Community involvement in project development is essential for success, as highlighted by Kinyata (2020), who emphasizes the importance of regular people identifying needs and participating in project planning and budgeting. This concept was underscored during the UN Earth Summit in 1992 and is recognized as a standard practice in promoting sustainable development. Participation varies in its application, with Dannyet (2014) asserting that its essence is crucial for community development, especially when physical project outcomes require community care. Projects that empower communities tend to yield greater benefits due to their understanding of local dynamics and contexts.

Research by Madhowe (2018) in Tana River County demonstrated that women's empowerment significantly impacts community development initiatives, with a focus on skill acquisition for project execution. While this study primarily targeted women, the current research seeks to assess participation across genders to evaluate the broader effects of community empowerment. Similarly, Mandala (2018) explored stakeholder participation in road construction projects in Bondo sub-county, Siaya, finding that stakeholders significantly influence project success, although the connection between empowerment and performance remained unclear. Kintaya (2020) notes that community ownership of projects is still lacking in many African countries, emphasizing that involving local people in initiatives fosters accountability and enhances service delivery within their communities.

4.2.3 Influence of Resource allocation on Project Performance

Resource allocation is a critical component of project management, as it establishes a baseline for the volume of work required and facilitates the scheduling of project progress. Financial resources, in particular, play a pivotal role in supporting the strategic objectives of a project, making their availability essential for sustaining long-term investments and ensuring success. A sustainable project must be grounded in well-thought-out goals and their financial viability.

Research by Gashuga (2016) in Rwanda highlighted the positive impact of resource allocation on project performance, specifically in the Dairy Community Processing Centre Project, where efficient resource distribution led to lower administrative costs and reduced overall project risk. Similarly, Njiru (2018) found a strong correlation between project performance and resource allocation in manufacturing enterprises in Nairobi, noting that effective resource management enabled project managers to optimize productivity and assess resource availability efficiently. However, the focus of these studies differs from the context of NGOs working on gender-based violence (GBV) projects in Narok County. Additionally, Muhammed (2019) emphasized that project failures often stem from a lack of necessary financial resources, underscoring the importance of pragmatic planning to ensure project success.

4.2.4 Influence of Innovation on Project Performance

Innovation strategy encompasses a wide range of business aspects beyond just technology, including customer service, business models, and administrative practices. According to Martini et al. (2017) innovation is defined as the application of new or significantly enhanced products, processes, or marketing strategies within a corporate context. In the hotel industry, key benchmarks for assessing innovation involve the adoption of novel technologies, innovative procedures, and unique management techniques. Research, such as that by Zhang et al. (2019) has demonstrated the positive effects of both technical and management innovations on organizational performance, highlighting sustainability as a crucial mediating factor. However, varying contextual settings necessitate focused research in specific domains, particularly for NGOs addressing gender-based violence.

The significance of a robust innovation strategy is emphasized by Sull (2015), which suggests that organizations must continually invest in new technologies and adapt to remain competitive. This strategy transcends product development, requiring a deep understanding of customer needs and market demands to create successful offerings. Mohammed (2018) notes that an effective innovation strategy can lead to increased market share and profitability, while Birkishaw (2016) identifies management innovation as essential for reshaping traditional practices and achieving organizational goals. Fostering a culture of innovation relies heavily on leadership that encourages creativity, promotes knowledge sharing, and creates an environment supportive of new ideas. Factors such as organizational structure and a willingness to learn from failures are critical in nurturing an innovative workforce. Companies like Google exemplify the successful integration of creativity and innovation into their culture, serving as models for the hotel industry and other service sectors aiming to enhance employee engagement and achieve strategic objectives through innovative practices.

5. RESEARCH METHODOLOGY

The study employed a mixed-method research design, integrating qualitative and quantitative approaches to evaluate the effectiveness of COVAW programs. The target population included COVAW employees, community recipients, leaders, and government officials, with a sample size of 92 respondents selected through convenience, stratified, and simple random sampling methods. Data collection involved questionnaires and interview schedules, ensuring a comprehensive understanding of experiences related to GBV. The analysis utilized SPSS for quantitative data and thematic analysis for qualitative insights, while piloting ensured the validity and reliability of research instruments. This methodology allowed for a nuanced exploration of cultural practices influencing GBV and the impact of interventions in the region.

6. FINDINGS AND DISCUSSION

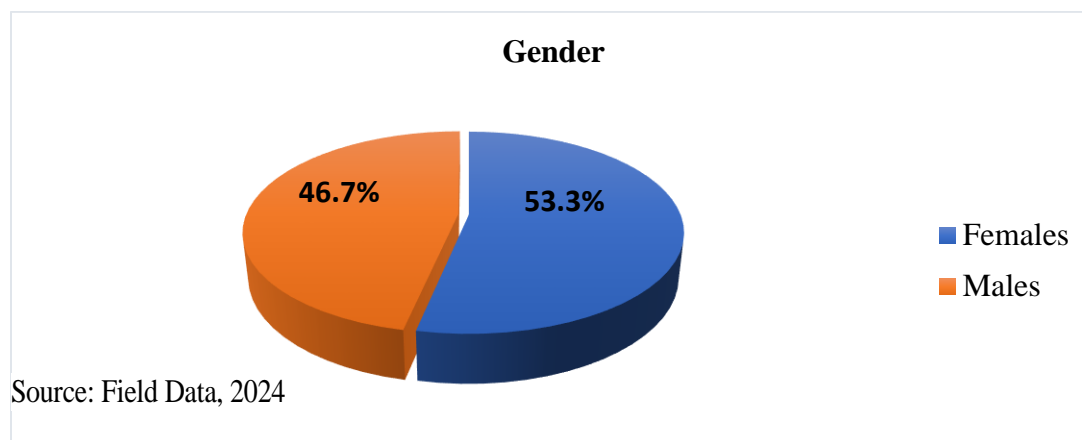
6.1 Demography of Respondents

6.1.1 Gender

The study comprised 53.3% females and 46.7% males, as illustrated in Figure 1 below.

Figure 1

Distribution of Respondents based on Gender



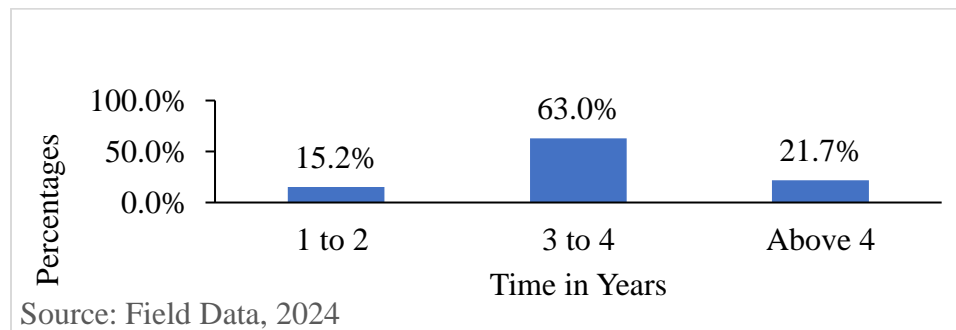
The findings indicate that the majority of participants in the study were female, reflecting the focus on gender-based violence (GBV), which primarily affects women. This larger representation of female respondents highlights their willingness to confront GBV-related challenges. Given that women are disproportionately impacted by GBV, their perspectives and experiences are essential for comprehensively understanding the issue and formulating effective solutions. Thus, the gender balance, with a slight majority of female participants, was considered appropriate for gathering diverse insights into GBV-related difficulties and program performance.

6.1.2 Length of Work

The study aimed to assess the respondents' length of work experience to gauge their understanding of the issues being investigated. The findings, illustrated in Figure 2, provide insights into the respondents' work tenure, which is critical for evaluating their familiarity with the subject matter and the depth of their insights regarding the issues at hand.

Figure 2

Distribution of Responses according to Length of Work



The data reveals that 63% of the respondents had three to four years of work experience, indicating a strong professional tenure among participants, which likely equips them with a thorough understanding of gender-based violence (GBV) initiatives. Additionally, 21.7% of participants possessed over four years of experience, suggesting the presence of seasoned experts who can provide nuanced perspectives and strategic insights into GBV-related work. Meanwhile, the 15.2% of respondents with one to two years of experience contribute fresh viewpoints, reflecting the evolving landscape of GBV activities. Collectively, this distribution of experience levels enhances the study's depth, allowing for a comprehensive assessment of program effectiveness and the formulation of informed recommendations for future initiatives.

6.1.3 Education

The respondents' education levels were considered vital for the study, as literacy enhances their understanding of the issues investigated. The accompanying table presents the findings related to their educational backgrounds, emphasizing the importance of education in shaping informed perspectives.

Table 1*Education Levels*

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	4	4.3	4.3	4.3
Diploma	19	20.7	20.7	25.0
Degree	54	58.7	58.7	83.7
Postgraduate	15	16.3	16.3	100.0
Total	92	100.0	100.0	

Source: Field Data, 2024

The study revealed that a significant majority of respondents, 58.7%, held degree qualifications, while 20.7% had diplomas. Only 4.3% possessed certificates, and 16.3% had postgraduate degrees. This educational distribution suggests that the participants are well-informed and equipped to understand the complexities of gender-based violence (GBV) issues. The high proportion of degree holders indicates extensive academic training, likely providing them with theoretical knowledge and practical skills relevant to GBV programs. Additionally, those with diplomas may have received specialized vocational training for roles in GBV initiatives. The presence of 16.3% with postgraduate qualifications highlights the involvement of professionals with advanced expertise, capable of offering nuanced insights and innovative solutions. The small percentage of certificate holders further reflects the specialized nature of GBV work, underscoring the importance of higher education in addressing these critical issues.

6.1.4 Position at Work

The position of work was also determined in order to ascertain the level of understanding of how programs work at the various levels. The findings are presented table 2.

Table 2*Work Position within the NGO*

Work Position	Frequency	Percent
Middle Cadre	23	25.0
Supervisory	28	30.4
Management	26	28.3
Senior Management	15	16.3
Total	92	100.0

The data indicated that the majority of respondents, 30.4%, occupied supervisory roles, while 28.3% held management positions and 25% were in middle cadre positions. Additionally, 16.3% of participants were in senior management roles. This distribution demonstrates a proportional representation across various working levels, which is deemed adequate for gathering relevant data concerning the programs of the NGOs involved in the study.

6.2 The Influence of Leadership Style on Gender Based Violence Program Performance

The first objective of the study was to assess participant satisfaction with leadership within gender-based violence (GBV) programs. This involved gathering insights from respondents regarding their perceptions of the effectiveness of their leaders in guiding program initiatives. By evaluating the level of satisfaction, the study aimed to establish a correlation between leadership effectiveness and the overall performance of GBV programs. Understanding how participants view their leaders can provide valuable information about the leadership dynamics that influence program outcomes, highlighting the importance of supportive and effective leadership in addressing gender-based violence issues.

6.2.1 Leadership Style Applied

The effectiveness of an organization largely hinges on the leadership style adopted by its management, which varies based on the organization's context and objectives. Consequently, the study aimed to identify the specific leadership styles utilized within the organization. To achieve this, respondents were asked to indicate the prevalent leadership style in their organization, and their feedback provides insights into the leadership dynamics that influence the organization's functioning.

Table 3

Leadership style applied

Leadership Style	Frequency	Percent
Democratic	39	42.4
Transactional	49	53.3
Transformational	4	4.3
Total	92	100.0

Source: Field Data, 2024

The study conducted on leadership styles within COVAW reveals that 53.3% of respondents perceive the predominant leadership style as transactional, while 42.4% identify it as democratic, and only 4.3% view it as transformational. These findings suggest that COVAW

primarily employs a transactional leadership approach, which focuses on efficiency and task completion, alongside a democratic style that encourages participation and collaboration. However, the limited emphasis on transformational leadership may restrict the organization's ability to inspire and engage employees in addressing complex issues such as gender-based violence. The results resonate with existing literature on leadership styles, such as Odumeru (2013) and Kroeck and Sivasubramaniam (2016), who highlight the characteristics of transactional and democratic leaders. Additionally, Egan et al. (2020) discuss the significance of transformational leadership in achieving organizational goals. The study suggests that COVAW could benefit from fostering transformational leadership practices to enhance motivation and overall organizational performance. Furthermore, while the study does not delve into cultural influences on leadership, it acknowledges the role of contextual factors in shaping leadership dynamics, indicating a need for further research in this area.

6.2.2 Are you satisfied with leadership?

The study aimed to determine employee satisfaction with the leadership style in order to assess its acceptance and ownership within the organization, which is crucial for its success. The findings related to this objective are presented in Table 4.

Table 4

Level of satisfaction with leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely	30	32.6	32.6	32.6
Somewhat	39	42.4	42.4	75.0
Neutral	19	20.7	20.7	95.7
Not At all	4	4.3	4.3	100.0
Total	92	100.0	100.0	

Source: Field Data, 2024

The findings in Table 4 reveal that 43.4% of respondents were somewhat satisfied with the leadership style, while 32.6% were extremely satisfied. In contrast, 19% were neutral, and only 4% expressed dissatisfaction. This indicates varied perceptions among employees regarding the organization's leadership approach. Jackson (2008) highlights that effective leadership incorporates morality, sharing, compromise, commitment, and positive relationships, suggesting

that a multifaceted leadership style is essential for enhancing organizational performance. Furthermore, Javidan et al. (2016) emphasize the importance of understanding leadership within its historical, social, and cultural contexts. The organization's diverse cultural orientation and dynamic nature create unique opportunities for leadership development, underscoring the need for a responsive and adaptive leadership style. These findings were corroborated with one of the key informants who was interviewed as follows:

As leaders, the context and circumstance that we operate in determines the style that we take or apply-for example, when you want to manage change, you must be demanding and hence an authoritarian approach will be appropriate. However, once a culture has been established, another style such as transformational or democratic will be ideal to boost cohesion and team spirit. Therefore the style is relative depending on the context as well as objectives of the circumstance. (KII 001)

6.2.3 Leadership Style Adopted Catalyses Performance

The primary objective of a leadership style is to drive an organization toward achieving its goals by enhancing performance. To assess the relationship between COVAW's performance and its leadership style, Table 5 provides critical insights. This evaluation aims to determine how the leadership approaches utilized within the organization influence its overall effectiveness and ability to meet its objectives.

Table 5

Responses on whether style adopted helps in catalysing performance

Levels of Agreement	Frequency	Percent
Strongly Agree	20	21.7
Agree	49	53.3
Neutral	18	19.6
Disagree	5	5.4
Total	92	100.0

Source: Field Data, 2024

Table 5 indicates that a significant majority of respondents (53%) agreed, and 21.7% strongly agreed that the leadership style adopted at COVAW contributes to catalyzing performance, with only 5% disagreeing and another 5% remaining neutral. This suggests that

employees view the transactional and democratic leadership styles as effective in achieving organizational goals and enhancing performance. The positive perceptions may stem from clear expectations, incentive provision, and encouragement of employee participation, all characteristic of these leadership approaches.

The findings imply that by aligning leadership practices with employee needs, COVAW can enhance its organizational performance, create a supportive work environment, and motivate staff. These results align with existing literature, such as Vera (2018), which emphasizes clear communication, and Rael (2019) and Akparep et al. (2019), which discuss the positive impact of leadership on motivation and innovation. However, the study contrasts with Chua et al. (2018), who found that laissez-faire leadership had a negligible impact on performance. Overall, the findings suggest that COVAW should focus on reinforcing effective leadership practices that promote clarity and employee empowerment to drive productivity and organizational success.

6.2.4 Leaders Not Inspiring

Table 6 reveals that many employees perceive the leadership styles in the organization as uninspiring.

Table 6

Whether the employees derive inspiration from the current leadership styles

Levels of Agreement	Frequency	Percent
Strongly agree	4	4.3
Agree	29	31.5
Neutral	15	16.3
Disagree	24	26.1
Strongly disagree	20	21.7
Total	92	100.0

The responses in Table 6 indicate a lack of consensus among employees regarding the inspiration derived from their leaders, with 31.5% agreeing that leaders were not inspiring, while 21.7% disagreed, and 16% remained neutral. Only 4.3% strongly agreed with the notion that leaders were uninspiring. This ambiguity suggests varying perceptions of leadership effectiveness within the organization. The study aligns with Laah (2014), which emphasized that effective leaders exhibit creativity in decision-making and inspire confidence among employees.

Transactional leaders, in particular, can enhance motivation through creative information sharing and rewarding employees, fostering a more engaged and collaborative organizational culture.

In an interview with one of the informants, the following was revealed:

The type of project that COVAW engages itself in demands inspirational leaders. If this is not done, then the attainment of the organizational objectives becomes very hard. Therefore, our leaders hence lead from the front and this does inspire us in a very big way. We are usually motivated when we see them leading us in the field visits and participate in community engagement. They are not just office leaders' but very pragmatic. This is partly responsible for our team work and solidarity that is enshrined in our working relations. (KIIS 002)

Leadership is defined by Platt (2020) as the ability to influence a group toward achieving goals. Morrison (2007) emphasizes that effective leadership is developed through training and skill transfer, rather than being an innate talent, highlighting that good leaders are created rather than born, with Blagg (2014) noting that 90% of leaders are made. Effective leadership is critical for enhancing organizational performance, rooted in consistency rather than mere intelligence. Leaders who anticipate and adapt to change, as exemplified by the CEO of the Kenya National Human Rights Commission during the 2010 constitutional changes, can successfully guide their organizations through transitions, especially when facing resistance from employees.

The importance of emotional intelligence, particularly self-awareness, in leadership is underscored by Musembe (2018) and popularized by Goleman (2019), who argue that emotional intelligence is often more beneficial for managing corporate affairs than cognitive intelligence. Wanyama (2018) further highlights that sustaining high performance increasingly relies on emotional intelligence. Self-awareness allows leaders to recognize and understand their emotions and the impact they have on others, leading to improved productivity and relationships at work.

Competencies associated with self-awareness include emotional self-awareness and the ability to accurately assess one's strengths and weaknesses. Leaders with high self-awareness are open to feedback, committed to ongoing learning, and exhibit self-confidence, enabling them to create positive work environments that enhance overall performance. Self-confidence, characterized by decisiveness and the ability to advocate for one's beliefs, also contributes to a leader's effectiveness and emotional stability, fostering a productive organizational culture.

6.2.5 Type of Project Demands Collaboration

The investigation into the role of collaboration among stakeholders in achieving project objectives revealed varied responses, as illustrated in Table 7.

Table 7

Responses on whether collaboration is key in attainment of the project objectives

Levels of Agreement	Frequency	Percent
Strongly Agree	44	47.8
Agree	10	10.9
Neutral	15	16.3
Disagree	18	19.6
Total	87	94.6

Source: Field Data, 2024

The responses from Table 7 indicate a strong belief among respondents regarding the necessity of collaboration for project success. Specifically, 47.8% of participants strongly agreed that the nature of their projects requires collaboration to be successful, while 19.6% disagreed and 10.9% expressed agreement. The remaining 16.3% were neutral, suggesting a general consensus on the importance of collaboration in achieving project objectives.

These findings align with Stembert's (2019) perspective that collaboration fosters knowledge sharing within organizations, facilitating employees in voicing their concerns and grievances. This environment empowers managers with the insights needed to motivate and reward performance effectively. Moreover, involving employees in generating solutions enhances their sense of belonging, positively impacting overall performance and contributing to the attainment of organizational goals. Cognition of employees is also enhanced when they are allowed to share knowledge and exercise creativity in their workplace. This was also revealed from an interview with one of the key informants:

Bringing the community together for the sake of addressing cultural issues that have dominated its lifespan is not a very easy task. Things such as FGM are very emotive and dear to the community. Therefore, what we have done is to engage them in a collaborative approach where they are able to see the disadvantages of the continued engagement in the practice. This collaborative effort ensures that we include community opinion leaders as well as respected people where we train them and let them train their own people in the local language. This is what has seen the success of the program. However, there are challenges where in some cases; community leaders do not fully embrace the program. (KIIS 004).

6.2.6 Who Is Responsible for Project Execution?

The findings presented in Table 8 highlight the distribution of responsibilities for project execution within the organization.

Table 8*Person responsible for Project Execution*

Levels of Agreement	Frequency	Percent
Management	49	53.3
Middle Cadre	4	4.3
Low Cadre	4	4.3
Everyone	35	38.0
Total	92	100.0

Source: Field Data, 2024

Table 8 reveals that a significant majority of respondents (53.3%) attribute project responsibility to management, while 38% believe it is a collective responsibility among all staff. Only a small percentage (4.3%) assigned responsibility to middle and low cadre employees. These findings indicate a hierarchical management structure within the organization, where authority and responsibilities are clearly delineated, aligning with Max Weber's principles of organizational structure, which emphasize specialization, predictability, and stability.

However, while Weber's theory underscores the importance of a defined management style for organizational success, it also has its drawbacks. Issues such as impersonality, rigidity, and resistance to change may arise from a strict hierarchical approach, potentially hindering innovation and teamwork. Adefula (2014) suggests that an overemphasis on efficiency may detract from a leader's ability to foster a flexible and collaborative environment, which is essential for organizational growth. Therefore, while hierarchical structures may provide clarity in roles and responsibilities, they must be balanced with adaptive leadership practices to support creativity and collaboration within the organization.

6.3 The Influence of Community Empowerment on Gender Based Violence Program Performance

The second objective was aimed at investigating the influence of community empowerment on the gender-based violence program performance. To this end, several questions were put to the respondents and their responses are presented below:

6.3.1 Extent to which Community is given Priority

Being community-driven initiatives that target to attain community transformation, it was important to ascertain the extent to which the community is given priority. The responses are summarized in Table 9.

Table 9

Extent to which Community is given Priority

Extent	Frequency	Percent
Great	77	83.7
Average	15	16.3
Total	92	100.0

Source: Field Data, 2024

The findings from Table 9 indicate that 83.7% of respondents believe the program prioritizes the community, reflecting its community-driven focus, while only 16.3% rated this priority as average. These results align with Madhowe and Kisimbii (2018), who emphasized empowering community members, especially women, for project implementation. Similarly, Mandala (2018) highlighted the importance of stakeholder involvement in Bondo Sub County's construction projects. Kintaya (2020) argued that many African projects fail due to a lack of community empowerment, stressing the need for involvement in all project stages. Historical perspectives from Ngondo (2017) and Ochien'g (2020) also support community participation in development, with examples from the UK and colonial Africa, including the establishment of Local Native Councils and indirect rule by British colonial administrators to incorporate local priorities. One of the Informants stated as follows:

We prioritize the community in our projects at every stage. During the initial stages, we have to explain to the stakeholders clearly our objectives and intentions. This ensures that we get the much important backing from the community. During project execution, the community is fully engaged. We develop a bottom-up approach towards engaging them. Even when monitoring and evaluating, we listen to their views and this helps us to know where we can improve based on the feedback that we get from them. (KIIS 005).

6.3.2 Extent to Which Projects are Successful

As to whether the projects are successful, the respondent's level of agreement was as follows:

Table 10*Extent to Which Projects are Successful*

Extent	Frequency	Percent
Extremely Successful	8	8.7
Successful	84	91.3
Total	92	100.0

Source: Field Data, 2024

From the table 10 above, a majority, 91.3 indicated that they were successful while only 8.7% stating that the project was successful. The success of the projects was measured in terms of the numbers of children and women that have been rescued by the organization. This was attributed to widespread sensitization of the community members who have with time come to appreciate the project's goals in improving their lives.

6.3.3 Community Engagement Ensures they own Project

Table 11*Community Engagement Ensures they own Project*

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agreed	5	5.4	5.4	5.4
Agreed	38	41.3	41.3	46.7
Disagreed	4	4.3	4.3	51.1
Strongly Disagreed	45	48.9	48.9	100.0
Total	92	100.0	100.0	

Source: Field Data, 2024

As to whether community engagement ensures that they own the project, a majority, 41.3% agreed with the assertion while 48.9% strongly disagreed. Those who agreed were 5.4% while the remaining 4.3% disagreed. The findings reflect that a good number of the respondents have a feeling that the community does not own the project. This is because of the fact that the operational

structure of most of the organization is a top down and as such, tends to keep the community members at bay where they are merely consumers of the project but not initiators or implementers.

6.3.4 When Community is Involved, Success Is High

Here they were to indicate their level of agreement with the statement that when the community is involved, the level of success is high. The findings are as follows:

Table 12

Whether success is high when community is involved

Levels of Agreement	Frequency	Percent
Agreed	33	35.9
Disagreed	4	4.3
Strongly Agreed	55	59.8
Total	92	100.0

Source: Field Data, 2024

Table 12 reveals a strong consensus among respondents, with 95.7% agreeing that community involvement positively impacts project success in COVAW programs. Active community engagement enhances project ownership, trust, and cultural responsiveness, leading to more effective and sustainable outcomes. The findings emphasize the need for prioritizing community participation in decision-making and resource allocation, empowering stakeholders to take ownership of gender-based violence prevention efforts.

6.3.5 The Community gets a chance at each Stage to give their Input

Asked to indicate whether at each stage there is community input, their responses are as follows:

Table 13*Whether Community gets a chance at each Stage to give their Input*

Levels of Agreement	Frequency	Percent
Strongly Agreed	9	9.8
Agreed	28	30.4
Neutral	5	5.4
Disagreed	10	10.9
Strongly Disagreed	40	43.0
Total	92	100

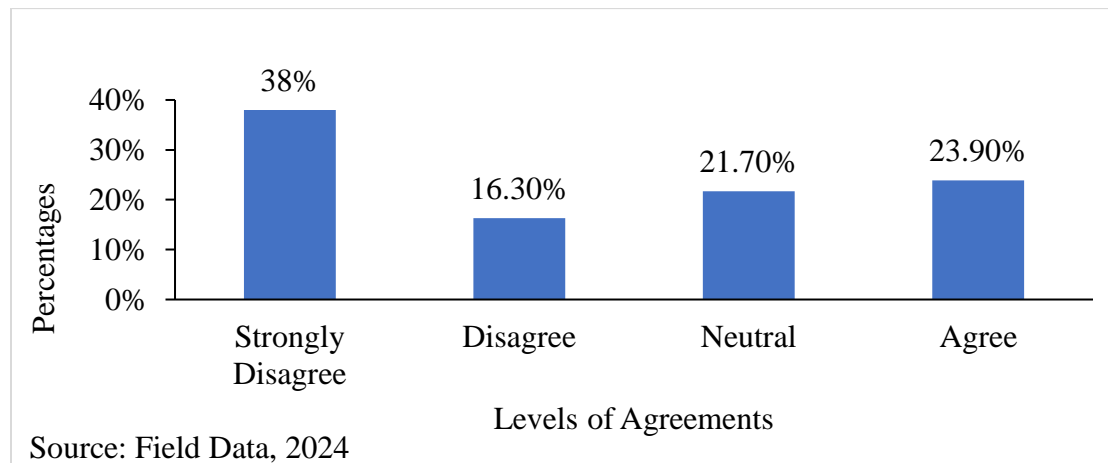
From table 13, a majority, 43% strongly disagreed with the statement while another 30.4% agreed with the statement. Another 10.9% disagreed and the remaining 9.8% strongly agreed with the statement. It is apparent that from the responses, community participation is largely absent and as such, they do not give their input in terms of coming up with the ideas that are necessary to boost the project performance. On the contrary, Laah (2014) argues that projects that do not prioritize the needs of the community often experience challenges in their implementation. This is because of the fact that the community ought to feel that the programs are aimed at transforming their livelihoods. As such, if this is not manifested, chances of the projects meeting resistance are quite high. To be able to make communities own the projects, their involvement at each and every stage is very important.

6.3.6 We Modify Goals to Attain Community Interests

As to whether the program is modified in order to attain community interests, again a majority, 38% strongly disagreed while another 16.3% disagreed. Those who agreed were 23.9% and another 21.7% remained neutral. Again, it is still apparent that the community is not considered much in terms of their interests. This could be as a result of the fact that the community interests may be different from the project needs.

Figure 3.

Modification of goals for attain community interests



The community may resist projects due to entrenched cultural practices that conflict with the project’s objectives. Adefula (2014) argues that projects need continuous improvement to meet their goals, which involves understanding and adapting to the changing needs of the community. Similarly, Reef (2020) emphasizes that project administrators must be innovative and use diverse outreach methods, such as social media, direct messaging, and engaging community hubs like schools, colleges, and religious centers, to ensure successful community transformation.

6.3.7 Who do you involve in the Community Project?

It can be seen in Table 14 that 46.7% indicated that the opinion leaders are consulted while 32.6% stated that opinion leaders are consulted. At the same time, 15.2% indicated the educated and 5% the youths. It thus shows that the project mainly targeted elderly and those who shape the opinion of the society at the expense of the youth.

Table 14

Who is involved in the community project?

Person Involved	Frequency	Percent
Elderly	30	32.6
Opinion Leaders	43	46.7
Educated	14	15.2
Youth	5	5.4
Total	92	100.0

Source: Field Data, 2024

Lister (2021) argues that to be able to succeed in reaching out to the community efficiently, the project ought to identify the key individuals who have the capacity to mobilize the community and as such reach out to many people. This would entail identifying church leaders, respected elders, local administrators, politicians as well as youths who also have a great stake in the community. This, therefore is a collaborative approach that ensures that there is synergy and energy in attaining the project objectives.

6.3.8 After how long do you get feedback?

Lastly, the respondents were asked to indicate the length of time they took to get feedback from the community. The responses are as follows:

Table 15

Response on time of feedback

Times of Feedback	Frequency	Percent
Before the project	4	4.3
During the project	38	41.3
After the project	10	10.9
Always	40	43.5
Total	92	100.0

Those who indicated that they got the feedback during the project were majority, 43.5% , while 41.3% indicated that they got feedback always. Only 4.3% indicated that they got the feedback before the project and the remaining 10.9% indicated that they got the feedback after the project. In an interview, one of the respondents averred as follows:

The only way that we usually get to know how to improve in our project is when we let the community, who are the end users, give their feedback. In some cases, the feedback becomes a launching pad towards strengthening the program. The feedback can be related to funding, capacity building, community engagement and this enables us to keep on improving with time. (KIIS 006).

Community input is crucial for project success, as highlighted by Rafeev (2021) and Marks (2021), who emphasize the importance of community needs assessments to identify service gaps and strengths. Such assessments help nonprofits and organizations make informed resource allocation decisions. Sanders (2020) outlines a multi-phase approach to categorize community needs, allowing for direct engagement through focus groups and surveys. This process helps

organizations prioritize urgent needs and allocate resources effectively, fostering stakeholder support essential for funding and ensuring program alignment with community needs. Ultimately, recognizing these assets and needs enhances project development and increases the chances of successful outcomes.

6.4 The Influence of Resource Allocation on Gender Based Violence Program

This objective was aimed at finding out the influence of resource allocation on the performance of gender-based violence programs. The responses to the various questions asked are presented below:

6.4.1 Funding Sources

Successful leadership is premised on availability of resources. Therefore, to be able to discern how the project acquires its resources, they were asked to indicate the sources of their findings.

Table 16

Sources of Funding

Sources	Frequency	Percent
NGOs	27	29.3
Donors	50	54.3
County Government	10	10.9
National Government	5	5.4
Total	92	100.0

Source: Field Data, 2024

The findings from the table indicate that 50% of respondents source their resources primarily from donors, followed by 29.3% from NGOs, 10% from the county government, and 5% from the national government. When asked about the timeliness of resource allocation, a majority (43.5%) were neutral, while 19.6% strongly agreed and 15.2% agreed that they receive resources on time. In terms of resource adequacy, 31.5% agreed and 20.7% strongly agreed, with 26.1% remaining neutral, while 16.3% disagreed and 5.4% strongly disagreed.

These findings align with the work of Gashuga et al. (2018), who found that effective resource allocation enhances project delivery and performance. Njiru (2018) also noted a positive correlation between resource distribution and project success, suggesting that it enables project managers to efficiently organize activities and assess timelines. However, Wanyama (2018)

highlighted that many funded projects fail due to a lack of sustainability, urging project implementers to diversify their resource bases beyond just donors to include county and national governments. Caine (2005) supports this by asserting that adequate investment is essential for achieving project goals, emphasizing the need for a comprehensive approach to resource allocation for long-term project viability.

6.4.2 Some Projects Stall Because of Inadequate Resources

Resource availability is an indispensable part towards ensuring project success. To this end, the respondents were asked to indicate whether resources contribute to project success. The responses are as follows:

Table 17

Whether resources contribute to project success

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agreed	18	19.6	19.6	19.6
Agreed	43	46.7	46.7	66.3
Neutral	16	17.4	17.4	83.7
Disagree	10	10.9	10.9	94.6
Strongly Disagree	5	5.4	5.4	100.0
Total	92	100.0	100.0	

Source: Field Data, 2024

From the table above, a majority of the respondents, 46.7% agreed with the statement. At the same time, 17.4 were neutral and another 19.6% strongly agreed. Those who disagreed and strongly disagreed were 10.9% and 5.4% respectively. This was corroborated by the interview as follows:

In some cases, our donors usually delay in disbursing funds. This often paralyzes our work. For example, when we rescue some of the girls, we have to give them an alternative in form of educational empowerment. This demands money and without it, the girls can be disadvantaged and this can end up making them to be more vulnerable. At the same time, when the funds delay, our workers often feel

demotivated and this usually has a negative effect on their productivity. Therefore, the success of this program is often dependent on availability of money.

One of the critics of Modernization theory, Walter Rodney (1970) in his book ‘How Europe Underdeveloped Africa’ averred that the greatest challenge that faces development of African countries lies in its over reliance on foreign aid as well a deliberate efforts that have been orchestrated by the developed world to keep them constantly ahead and keep lagging the developing countries. This dependence has led to failure of many projects. Therefore, according to Leys (2012), there ought to be a paradigm shift in terms of how projects source their funding so that they make them more self-reliant and less dependent.

6.5 The Influence of Organizational Innovativeness on Gender Based Violence Program Performance

Organizational innovativeness plays a critical role in the performance of Gender Based programs. This is because the issues that are handled by the programs require innovativeness in leadership. Therefore, the last objective of the study aimed to establish the influence of innovativeness on the performance of the organizations. To this end, the respondents were asked several questions in order to establish whether innovation has an influence over the performance of the program.

Table 18

How often do you employ innovativeness?

	Frequency	Percent
Quite often	33	35.9
Often	50	54.3
Rarely	9	9.8
Total	92	100.0

Source: Field Data, 2024

Here, the respondents were asked to indicate the frequency of employing innovativeness in their organization. A majority, 54.3% indicated that they employ innovativeness often while 35.9% indicated that they do it quite often. The remaining 9.8% indicated that they do it rarely. Wario (2020) states that innovativeness is a very cardinal principal in modern organizations. It helps them to keep the pace in line with the changes. Innovativeness could be related to the way

the organization packages itself to the clients or it could be internal. External innovativeness involves looking for creative and new approaches that an organization can be able to outweigh other similar organizations in expanding its coverage and client base. This involves doing what other organizations with a similar objective have not done before. On the other hand, internal innovativeness entails an organization allowing the employees to come up with new ideas and integrating those ideas in the way the organization operates.

6.5.1 To What Extent Is Innovativeness Impactful

In an effort to establish the extent to which the employment of innovativeness is impactful, the respondents were asked to indicate their level of agreement to the statement to what extent was the employment of innovativeness. Their responses are as follows:

Table 19

Extent to innovativeness is impactful

Extent	Frequency	Percent
very large extent	29	31.5
large extent	24	26.1
average	5	5.4
low extent	5	5.4
very low extent	29	31.5
Total	92	100.0

Source: Field Data, 2024

The findings reveal mixed views on the role of innovation in project success, with 31.5% indicating strong agreement and another 31.5% strongly disagreeing, while 26.1% agreed to a large extent and 5.4% remained neutral. Despite this divide, the study highlights the importance of innovation for project success. This aligns with Zhang et al. (2019), who found that innovation significantly enhances sustainability and organizational performance. Similarly, Azar and Ciabuschi (2018) emphasized innovation as a key factor for success in competitive markets, and Musembe (2018) stressed its importance in dynamic workplaces.

6.5.2 New Ideas Welcomed

The study sought to determine whether new ideas are welcomed within the program, and the findings are presented in Table 20.

Table 20*Whether New Ideas are welcomes*

Levels of Agreement	Frequency	Percent
Strongly agree	18	19.6
Agree	21	22.8
neutral	10	10.9
Disagree	9	9.8
Strongly disagree	34	37.0
Total	92	100.0

Source: Field Data, 2024

Here, they were to state their level of agreement to the statement that new ideas are welcomed. A majority, 37% strongly disagreed while 9.8% disagreed. Those who were neutral to the statement were 10.9% while those who agreed were 22.8%. The remaining 19.6% strongly disagreed with the statement.

6.5.3 When People are given a chance, it enriches the Organization

The respondents were further asked to respond to the statement that when people are given a chance, it enriches the organization. The findings are summarized in Table 21.

Table 21*When people are given a chance, it enriches the organization*

Levels of Agreement	Frequency	Percent
Strongly disagreed	19	20.7
Agreed	20	21.7
Neutral	10	10.9
Disagreed	15	16.3
Strongly agreed	28	30.4
Total	92	100.0

Source: Field Data, 2024

A majority, 30.4% strongly agreed while another 21.7% disagreed with only 10.9 remaining neutral. Those who disagreed were 16.3% while 20.7% strongly disagreed.

6.5.4 Knowledge Sharing helps to advance New Ideas

Table 22 presents respondents' views on whether knowledge sharing contributes to the advancement of new ideas.

Table 22

Whether Knowledge sharing helps to advance new ideas

Levels of Agreement	Frequency	Percent
Strongly disagreed	23	25.0
Agreed	6	6.5
Neutral	15	16.3
Disagreed	20	21.7
Strongly agreed	28	30.4
Total	92	100.0

Source: Field Data, 2024

Table 22 shows that a majority, 30.4% strongly agreed while 6.5% agreed. Those who were neutral were 16.3% while those who disagree were 21.7% and 25% strongly disagreed. As to whether innovativeness helps in problem solving, a majority, 26.1% strongly agreed while another 17.4% agreed. Those who were neutral were 15.2% and the remaining 20.7% strongly disagreed. In an interview with the informants, the following was revealed:

Our program encourages members to input new ideas on how best we can carry our work for the community. Since we all come from different diverse backgrounds, we usually harness our differences in backgrounds as strengths by letting the members to help in coming up with innovative ideas that are able to improve how we work. This has really proven to be helpful in our organization

6.5.5 Project Performance of Gender Based Programs

The dependent variable for this study was project performance. To this end, the respondents were asked several questions in a bid to gauge project performance. Their responses are indicated table 23.

Table 23

Performance rating in the organization

Ratings	Frequency	Percent
extremely good	39	42.4
good	38	41.3
average	10	10.9
Not good	5	5.4
Total	92	100.0

Source: Field Data, 2024

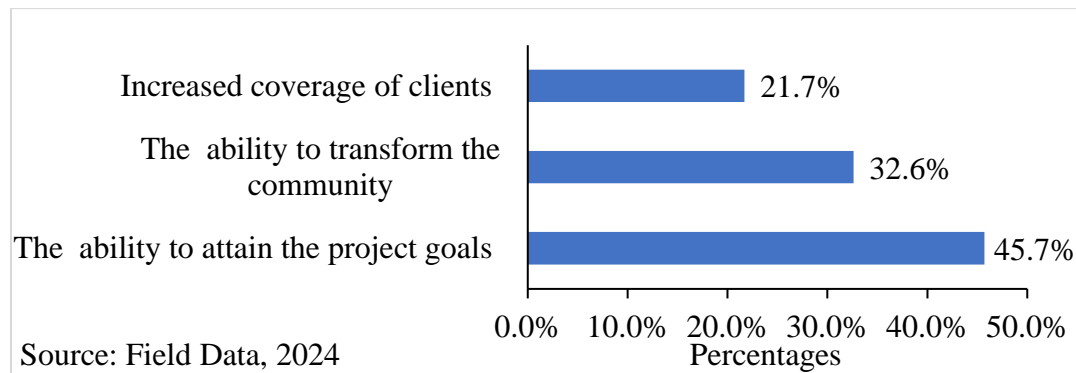
The majority of respondents assessed project performance positively, with 42.4% rating it as very good and 41.3% as good, while only 5.4% deemed it not good. These results underscore the significance of innovative approaches in ensuring high project performance, which is vital for the sustainability and effectiveness of gender-based programs.

6.5.6 What Indicators do you use to Measure Effectiveness of your Project?

When asked "What indicators do you use to measure the effectiveness of your project?", respondents indicated the following: 45.7% cited the ability to attain project goals, 32.6% mentioned the ability to transform the community, and 21.7% referred to increased coverage of clients. The findings are summarized in Figure 4.

Figure 4.

Indicators for measuring project effectiveness



The findings indicate that the effectiveness of gender-based violence programs is primarily measured by the achievement of predefined project goals, emphasizing the need for clear and measurable objectives in program design and evaluation. The significant number of respondents highlighting community transformation as a key indicator suggests that programs should be assessed not only by immediate outputs but also by their long-term impact on societal norms and behaviors. Additionally, the 21.7% of respondents noting increased client coverage underscores the importance of expanding program reach to benefit more individuals. Overall, the results suggest that organizational innovativeness plays a crucial role in enhancing the effectiveness of these programs by promoting efficient goal attainment, fostering transformative community changes, and scaling up interventions for greater impact and sustainability.

6.5.7 The project has a well governed Management Structure

The governance structure of a project is very instrumental for a project to succeed. Therefore, they were asked to indicate their level of agreement with the statement that the project has a well governing structure. Their responses are as follows:

Table 24

Whether the project has a well governed management structure

Levels of Agreement	Frequency	Percent
Agree	32	34.8
Neutral	45	48.9
Strongly Disagree	15	16.3
Total	92	100.0

Source: Field Data, 2024

Most of the respondents, 48.9% were neutral to this statement. Those who agreed with the statement were 34.8% and the remaining 16.3% strongly disagreed. As to whether the project is integrative of all stakeholders, a majority, 40.2% agreed while those who were neutral were 32.6%. Those who disagreed were 5.4 with another 21.7 strongly disagreeing. In an interview with one of the project managers, the following was revealed:

The type of project does not favor a bureaucratic structure because such a structure may not be impactful. Instead, we adopt a collaborative and loose structure that allows people to manage themselves. In fact, decentralization of duties has really helped us in attaining our objectives. We give our workers roles depending on their ability, competence and preference. Therefore, our organizational structure is more of amorphous than structured.

6.5.6 Comprehensiveness of the Projects

Table 25

Whether projects are comprehensive

Levels of Agreement	Frequency	Percent
Strongly disagreed	8	8.7
Agreed	24	26.1
Neutral	25	27.2
Disagreed	20	21.7
Strongly agreed	15	16.3
Total	92	100.0

Source: Field Data, 2024

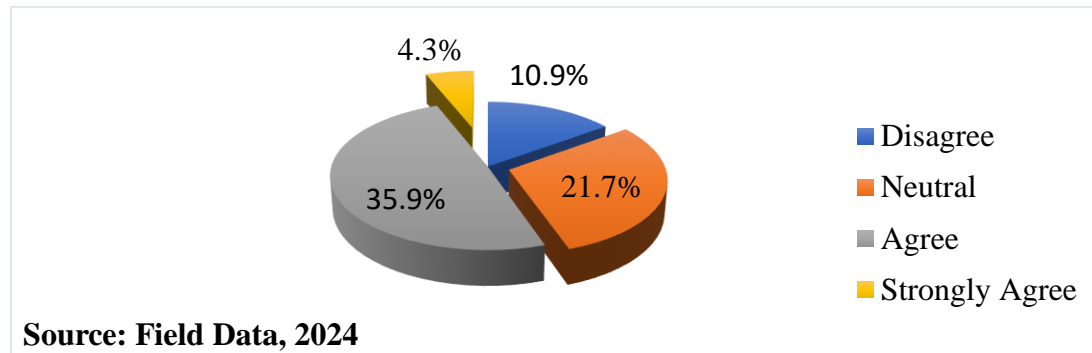
As to whether the project is comprehensive, 26.1% of the respondents agreed and another 8.7% strongly agreed. Those who were neutral were 27.2% while 21.7% disagreed. Those who strongly disagreed were 16.3%.

6.5.7 Project is Adaptive

They were asked to indicate whether the project is adaptive. To this end, 35.9% agreed while 4.3% strongly agreed. Those who were neutral were 21.7% and 10.9% disagreed. The remaining 27.2% strongly disagreed. Figure 5 summarizes the findings.

Figure 3.

Whether Project is adaptive



The findings depicted by figure 5 indicate that while a portion of respondents perceive the project as having a degree of adaptability, a significant number either disagree or are unsure about its flexibility. This discrepancy could imply potential issues with how the project responds to changes or challenges, which is crucial for its success and effectiveness.

Within the context of this study , these findings highlight a critical aspect of program implementation. Adaptability is essential for the effective management and adjustment of programs in response to evolving needs and circumstances. If a project is not perceived as adaptive, it may struggle to address emerging issues or changes in the local context, thereby affecting its overall performance and impact on GBV. The mixed feedback underscores the need for further evaluation and enhancement of the project’s capacity to adapt, which could significantly influence its effectiveness in tackling gender-based violence and achieving its objectives.

7 How do you measure performance?

Project performance is an indispensable component of project success. The respondents were asked to indicate how they measured performance. The results are indicated in table 26.

Table 26

How performance is measured

How performance is measured	Frequency	Percent
monitoring and evaluation	40	43.5
community feedback	37	40.2
meet deadlines	15	16.3
Total	92	100.0

Source: Field Data, 2024

The study sought to establish how performance is measured by the program. To this end, the respondents were asked to indicate how they measure performance. 43.5% indicated that they use monitoring and evaluation while 40.2% stated that they use community feedback. The remaining 16.3% indicated that when they meet the deadlines, they are sure that the project has succeeded in attaining its objectives within the strict timelines.

In an interview with the project leader, the following was revealed:

The success or failure of our project is usually pegged on the outcomes. If we manage to convince many members in the community to abandon the harmful cultural practices and this is evidenced by increased enrollment of girls in school, completion rates and also reduced cases of early marriages, then we know that we have attained the objectives of the project as enshrined. However, if this is not attained, like if many girls drop out of school, increased cases of FGM as well as wastage in the educational sector for girls, then we are usually forced to go back to the drawing board and re strategize our goals as well as tactics.

The study highlights the critical role of innovation and visionary leadership in ensuring organizational success, particularly in turbulent business environments. Mui, Basit, and Hassan (2008) emphasize that without a clear and actionable innovation strategy, organizations risk internal and external instability. Leadership must inspire and guide employees to achieve the organization's goals, as Kantabutra and Avery (2010) argue. Haque, TitiAmayah, and Liu (2016) further stress that strong leadership vision can positively influence organizational behavior to maintain competitive advantage and sustainability. Additionally, Muhammad (2021) underscores the need for businesses to understand customer needs and innovate accordingly to stay competitive, with a focus on delivering unique products or enhancing existing ones.

7.5 Empirical Analysis

A regression analysis further confirms the critical impact of leadership on organizational success, as detailed in Table 27 below.

Table 27*Regression results for the impacts Leadership style on expected outcomes*

Variable	Estimate	Standard Error (SE)	Wald	p-value	95% Confidence Interval (CI)	Exp (Estimate)
Laissez-Faire	3	1.09	7	<0.05	-5.013 to 0.923	0.143
Transformative	3.2	1.29	6.3	<0.05	0.705 to 5.750	25.228
Nagelkerke R ²						24.90%

Source: Field Data, 2024

To find out more about how leadership style affects results, an ordinal logistic regression analysis was done. In order to ensure there was no violation of multicollinearity, the predictor variables were evaluated beforehand. The predictor variable leadership style (nominal) was shown to contribute to the model (Nagelkerke =24.9%) when other leadership was used as a reference. The estimated ordered log odds ($P < .05$, 95% CI(-5.013,.923)) are 2.968, SE=1.091, Wald=.01. For laissez-faire leadership, the estimated log odds suggested a positive connection of around 0.143-fold\Exp estimate =.0.143, and for transformative leadership, 19.2534-fold. This demonstrates that when one switches from other types of leadership to laissez-faire, the anticipated results get better. Using transformative leadership leads to the best results.

To have a finer grasp of the impacts of leadership on the outcomes, the research explored the degree to which the respondents are inspired by the selected forms of leadership. Notably, the inspiration influences the workforce decisions to undertake activities that enhance attainment of organization outcomes. The ordinal regression results for the degree to which various leadership styles inspire employees are presented in table 28.

Table 28 Regression results for the degree to which various leadership styles inspire employees

Type	Estimate (B)	Std Error	Wald	df	Sig	Lower bound	Upper bound	Exp(B)
Transformational	0.478	0.944	0.256	1	0.61	-1.373	2.328	1.6128
Laissez Faire	0.041	0.935	0.002	1	0.97	-1.791	1.873	1.0419
Others	0							

Source: Field Data, 2024

An ordinal logistic regression analysis was conducted to assess whether respondents found the leadership style motivating, revealing that leadership style significantly contributed to the model (Nagelkerke = 46.1%). The ordered log odds estimates indicated a favorable association with transformational leadership (0.478, SE = 0.9441, $p > .05$) compared to "Other Leadership Style," and a minimal effect for laissez-faire leadership (0.041, SE = 0.935, $p > .05$). Transformational leadership showed a significant increase in staff motivation, with an estimated log odds favoring it over laissez-faire leadership by nearly 134-fold (Exp estimate = 1.0419), highlighting the strong impact of transformational leadership on employee inspiration.

The study then looked at the respondents' perceptions of the leadership style. Interestingly, a company's leadership style influences other aspects such as employee motivation, inclusion, and treatment. Table 29 illustrates how different demographic groups view leadership as a performance enhancer.

Table 29

Perception of Leadership Style as a Performance Catalyst

Factor	Estimate (B)	Std. Error	Wald	df	Sig	95% Confidence Interval		Exp (B)
						Upper Bound	Lower bound	
Leadership Style								
Transformational	3.739	1.527	5.997	1	0.014	5.731	1.746	26.814
Laissez Faire	0.326	1.472	0.049	1	0.825	-0.659	1.811	1.385
Other leadership style	0 ^a		-	0	-	-	-	
Gender								
Male	3.352	0.968	11.994	1	0.001	-5.249	-1.455	0.035
Female	0 ^a	-	-					
Work Duration								
1 year-2 years	-0.09	1.215	0.006	1	0.941	-2.471	2.29	0.914
2-4 years	1.281	1.053	1.481	1	0.224	-0.782	3.345	3.6
Above 4 years	0 ^a							
Education level								
Certificate Education	-3.003	2.687	1.249	1	0.264	-8.268	2.263	0.005
Diploma Education	-5.859	1.737	11.382	1	0.001	-9.263	-2.455	0.029
Degree Education	-1.398	1.377	6.087	1	0.014	0.097	-2.699	0.249

An ordinal logistic regression analysis explored how respondents perceive leadership style as a performance catalyst, considering variables such as gender, leadership style, work duration, education level, and position. The analysis revealed that leadership style significantly contributed to the model (Nagelkerke = 26.1%), with transformative leadership showing a strong positive association (ordered log odds estimate = 3.739, $P < .05$). Respondents identifying with transformative and laissez-faire leadership were more likely to regard their leadership styles as critical performance catalysts compared to those in other categories. The results also indicated that males were slightly more inclined than females to perceive leadership style as impactful, while work duration positively correlated with recognizing leadership's influence on performance.

Regarding education level, higher academic qualifications led to a greater likelihood of respondents acknowledging leadership's role in achieving organizational results, with degree holders exhibiting the most substantial relationship. In contrast, the findings for certificate and diploma holders were less significant. The analysis also assessed respondents' positions within the organization, revealing that those in support and middle management roles did not show a significant appreciation of leadership style as a performance catalyst, indicating varying perceptions of leadership effectiveness based on job roles. Overall, the study highlights the complex interplay between leadership styles and employee perceptions of performance impact, emphasizing the significance of transformative leadership.

An ordinal logistic regression analysis was performed to assess respondents' perceptions of the importance of collaboration for successful project outcomes, focusing on leadership style, education level, gender, and work duration. The findings are summarized in table 30.

Table 30 An ordinal regression results on Perception of collaboration as a key success component

Factor	Estimate (B)	Std. Error	Wald	df	Sig	95% Confidence Interval		Exp (B)
						Upper Bound	Lower bound	
Leadership Style								
Transformational	23.881	2488.0	.000	1	0.992	4900.395	-4852.632	2.351000E+11
Laissez Faire	23.211	.000	-	1	-	23.211	23.211	1.20E+11
Other leadership style	0 ^a		-	0	-	-	-	
Work Duration								
1 year-2 years		6287.37	.000	1	0.995	-12365.444	12280.597	0.089
2-4 years	1.288	1.214	1.126	1	0.289	-1.091	3.666	3.625
Above 4 years	0 ^a		-	0	-	-	-	
Education								
Cerificate	79.96	15190.5		1	0.996	-29692.926	29852.848	5.328E3
Diploma	59.293	7622.49	.000	1	0.994	-14880.52	14999.105	0.035
Degree	60.631	7622.49	.000	1	0.994	-14879.181	15000.444	
Postgraduate	0 ^a		-	0	-	-	-	
Work Position								
Support Staff	-63.714	1.053	.000	1	0.993	-15003.527	14876.098	
Middle Cadre	-40.541	6287.37	.000	1	0.995	-12363.561	12282.48	
Supervisory	-61.188	7622.49	.000	1	0.994	-15001.000	14878.625	
Management	0 ^a		-	0	-	-	-	
Male	-3.503	0.915	14.6	1	0.000	-1.711	4.296	
Female	0 ^a		-	0	-	-	-	

The analysis found that leadership style significantly influences collaboration, with transformative leadership showing the strongest positive correlation (ordered log odds estimate = 23.881, $p < .05$). Males were more likely to favor collaboration than females (ordered log odds estimate = 3.503, $p < .05$), suggesting a higher likelihood for males. Additionally, respondents with 2-4 years of experience and higher education levels, particularly degree holders, showed a greater preference for collaboration. However, differences in collaboration perceptions across job positions were not statistically significant ($p > .05$). Overall, leadership style and gender emerged as key predictors of collaboration necessity.

8 CONCLUSIONS AND RECCOMENDATIONS

5.1. Conclusions

The study concludes that the success of the Gender-Based Violence (GBV) program hinges on effective capacity-building mechanisms, a blend of leadership styles within COVAW—primarily transactional but also incorporating democratic and transformational elements—community empowerment, and significant reliance on external donor funding. While strong community involvement enhances project ownership and success, challenges such as funding constraints and community opposition underscore the need for sustainable financing strategies. Additionally, fostering an innovative organizational culture is crucial for addressing complex issues like gender-based violence. Collectively, these findings highlight the multifaceted nature of program success, emphasizing the importance of adaptive leadership, stakeholder engagement, and resource sustainability in effectively tackling GBV.

5.2. Recommendations

The following suggestions are based on the results and conclusion mentioned above:

- i. COVAW programs should improve their financial sustainability by diversifying funding sources beyond external donors, engaging various stakeholders like government agencies and community initiatives. Additionally, prioritizing continuous community engagement through advisory boards and feedback sessions will ensure that interventions are culturally relevant and responsive to local needs, increasing their effectiveness in combating gender-based violence.
- ii. To address resource limitations, COVAW programs need to implement sustainable financing strategies, including innovative funding models and improved financial management practices to enhance efficiency and accountability. Moreover, cultivating an organizational culture that promotes innovation and knowledge sharing among staff will enable these programs to adapt to evolving challenges and enhance their overall impact.

5.3. Suggestion for Further Studies

The study on COVAW programs is limited to a specific demographic, suggesting a need for future research on innovative technology solutions to enhance program effectiveness and address the intersectionality of gender-based violence affecting marginalized groups. This exploration could lead to more inclusive and targeted interventions for diverse populations.

REFERENCES

- Akparep, J., Jengre, E., & Mogre, A. (2019). The Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana. *Open Journal of Leadership*, 8, 1-22.
- Chaudhuri, S., & Morash, M. (2019). Analyzing the importance of funding for gender focused empowerment programs. In *Gender and practice: Insights from the field* (pp. Vol. 27, pp. 167-181). Emerald Publishing Limited.
- Chua, J., Basit, A., & Hassan, Z. (2018). Leadership Style and Its Impact on Employee Performance. *International Journal of Accounting & Business Management*, vol 6(1):80-94.
- Clerke, S. (2021). *Critical Capacity Building*. London: Pelgrave.
- Gashuga, D. (2016). *Effect of Funds Management on Project Performance in Rwanda*. 6(10)628-649: International Journal of Scientific and Research Publications.
- Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. . *Future Business Journal*, 6(1), 40.
- KNBS (2019) . (2019). *2019 Kenya Population and Housing Census, Volume II Distribution of Population by Administrative Units*. Nairobi: KNBS.
- Madhowe, A. S. (2018). *Women empowerment and its influence on the community development projects in marginalized regions in Kenya: a case study of Tana river county* . Doctoral dissertation, University of Nairobi.
- Martini, A., Neirotti, P., & Appio, F. P. (2017). Knowledge searching, integrating and performing: always a tuned trio for innovation? *Long Range Planning*, 50(2), 200-220.
- Parsons, T. (1971). *The System of Modern Societies*, , Englewood Cliffs, N.J. Prentice – Hall, Inc.
- Sull, D. (2015). The simple rules of disciplined innovation. *McKinsey Quarterly*, 3, 86-97.
- Zhang , Y., Khan , U., Lee , S., & Salik, M. (2019). The Influence of Management Innovation and Technological Innovation on Organization Performance. A Mediating Role of Sustainability. *Sustainability*, 11(2):495.



©2024 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)