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Area, Nairobi County, Kenya



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## Government and Program Implementation Bodies Policies on Performance of Women Empowerment Projects in Dagoretti Area, Nairobi County, Kenya

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### Abstract

**Purpose:** Women’s social, political and economic empowerment is a prerequisite for sustainable development and pro poor growth. Achieving women’s economic empowerment requires sound public policies, a holistic approach and long-term commitment and gender-specific perspectives must be integrated at the design stage of policy and programming. Accordingly, this study was designed to investigate the influence of government and program implementation bodies’ policies on the performance of women’s empowerment projects in Dagoretti area, Nairobi County, Kenya. To achieve this, the following specific objectives were utilized; to examine distribution of resources policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi, to assess decision making policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi, to assess monitoring and evaluation policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, to examine leadership and coordination policies on the performance of women empowerment projects in Dagoretti area, Nairobi County.

**Methodology:** The research design that was adopted was descriptive research design. The study involved interviewing of key actors involved in women’s empowerment programs (particularly in the community based organizations (CBOS). The target population comprised of 33 women groups in Dagoretti Area, 4 county officials and 20 Chair persons of Program Implementing Bodies. The sample drawn from the target population was based on the basis of 30% of 33 that resulted to a selection of 10 women groups that were randomly selected. 3 officials from the county office dealing with Youths and women affairs and 7 officials from implementing bodies were purposively selected. The scope of study was Dagoretti Area, Nairobi County. Data was collected through a semi-structured questionnaire which was administered to the county official. Focus group discussion guides were carried out on women who were selected randomly during their meetings. Data collected was analyzed qualitatively and quantitatively through the help of SPSS computer software and presented through themes percentages, frequencies, tables and bar graphs.

**Key Words:** *Distribution of Resources Policies, Decision Making Policies, Monitoring and Evaluation Policies, Leadership and Coordination Policies and Women Empowerment Projects*

## Background of the Study

Empowerment emerged as an important theme in the women's movement from 1975 onwards. In fact, empowerment as a theme arose out of a failure of 'Women in Development' (WID) programs, notably the equity approach all of which failed to question the interrelationship between power and development. Kabeer (2001) argues that Empowerment is the processes by which women take control and ownership of their lives through expansion of their choices. Thus, it is the process of acquiring the ability to make strategic life choices in a context where this ability has previously been denied. Nepal Human Development Report 2004 captures the spirit of human development which is defined as "creating an environment, in which people can develop their full potential and lead productive, creative lives in accord with their needs and interests to be able to participate in the life of the community (UNDP, 2004). Women empowerment in the context of women Community Based Organization entails change in gender roles and relations in order to enhance women's ability to shape their lives (Laven *et al.*, 2009). Development interventions such as changes in economic structures may result into changes in gender roles, relations and empowerment.

The importance of women empowerment in development cannot be overemphasized. For example, it is argued that women's empowerment is important for reasons of both principle and pragmatism (Oxfam GB, 2005; Oxfam, 2011; KIT *et al.*, 2012); it's the right thing to do because women have the same rights as men, but it's also a necessary thing because it will make the world a better place where to live and help many countries to attain human development. Empowering and investing in rural women has been shown to significantly increase productivity, reduce hunger and malnutrition as well as improve rural livelihoods, not only for women, but also for everyone (Wallerstein, 2006; KIT *et al.*, 2012). Furthermore, women's empowerment is ranked third in the Millennium Development Goals (MDGs), and it endeavors to promote gender equality and empower women (UNDP, 2000). Nonetheless, many developing countries in the world are yet to achieve this important goal (URT, 2010a). According to Basu and Basu (2001), women are less empowered compared to men in many aspects such as: education attainment, income, control over own income, bargaining power in selling their own produce and labour, participation in decision making bodies, and access to production inputs and employment opportunities.

In Kenya women are deprived socially and economically compared to men. Disparities in men and women prevail in education, health, employment opportunities, control over assets and income, and participation in political process that make women disadvantaged and less empowered; this limits the country's ability to achieve its full potential (URT, 2010b). Women empowerment has also been found to improve through participation in micro-credit schemes and small and medium enterprises (SMEs), for example in the food processing sectors (Makombe, 2006) and in small agricultural projects under the Participatory Agricultural Development and Empowerment Projects (PADEP) (URT, 2010c). Many efforts to empower women at household and community levels have focused on raising women status through education, training, access to health, and family

planning services as well as legal counseling. Politically, efforts have been made to increase women's representation in decision making organs such as setting quota for women political posts (URT, 2010a). Economically, the most popular strategy, especially since the 1990s, has been to involve women in microfinance programmes and help them acquire capital needed in production (Malhotra, 2002). In recent years there has been renewed attention on efforts to empower women involved in the agricultural sector, which employs the majority of rural people. The efforts include mobilizing rural women in producer and marketing groups for easy access to production inputs, extension services, training on increasing production per unit area as well as facilitating market access by smallholder farmers, men and women (URT, 2006). In order to improve market access by smallholder farmers, the Government and NGOs in Kenya, as it is in many other developing countries, have adopted various holistic pro-poor approaches to address constraints that women groups encounter.

### **Statement of the Problem**

The women of Kenya have substantial contributions both as labor and mentor in the household and outside, but their role is often underestimated and not counted as economic activity (Kinyanjui, 2006). As women they suffer from social, cultural and political biases. Traditionally, women's roles are confined to household chores and farming activities, which, in general engage them for a longer hour than men (14-16 hours compared to men's 7-9 hours a day) each day (UNDP, 2004; ADB, 1999; VECO, 2008). In addition, compared to male counterparts, women have limited access to educational and employment opportunities. Still largely the households and society directly and indirectly deny or discourage women's role as decision maker. Women empowerment issues perceived nationally or locally are being addressed by both state and non-state agencies. Despite such efforts, it is argued that those economic and social development efforts had not benefitted women as much as men (Mbilinyi, 1992 cited by Makombe *et al.*, 1999).

Status of women in Kenya has remained a concern in Policies since the 1980's when national policies started to address specifically the needs of women. Until 1980s, it was wrongly assumed that men and women were equally benefited by development activities. As the result, women lagged far behind men in all developmental activities. To address this problem, women development Programmes have been progressively developed and implemented by many of the government institutions and side by side with government interventions, program implementing bodies are providing various types of women empowerment Programmes including IG Programmes. A separate ministry, to look after the welfare of the women was established in September 1995 immediately after Beijing Conference. Government has also declared the 1/3 gender rule. Production credit for Rural Women (PCRW) was initiated in early 1980s with the objective to improve the socio-economic status of rural women which provided small scale credit to women groups to finance the start up of micro enterprises as a way of earning extra income and achieve improved participation in decision making and household and community level.



Since then, the numbers of program implementing and government initiatives are innovating and implementing women's income generation and development Programmes. But, in spite of involvement of various program implementing and government initiatives NGOs in women empowerment through income generation and skill development Programmes, the status of women is still not satisfactory as various official as well as unofficial reports claim and the outcomes against the stated objectives of the women empowerment Programmes are often questioned (Zororo, 2011). Therefore, the present study is focused on investigating the influence of Program implementing government organizations in empowering women.

### **Objectives of the Study**

- i To examine distribution of resources policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi
- ii To assess decision making policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi
- iii To assess monitoring and evaluation policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi
- iv To examine leadership and coordination policies on the performance of women empowerment projects in Dagoretti area, Nairobi County, Nairobi

### **Literature Review**

#### **Theoretical Review**

#### **Kabeers Framework of Women Empowerment (Agency, Structure and Relations)**

As per Kabeer (1999), empowerment is “the expansion in people’s ability to make strategic life choices in a context where this ability was previously denied to them.” The strategic life choices are based on three dimensions Resources, Agencies and Achievements. In conventional economic term, resources mean materials, but in broader term resources are obtained through different social relationships operating in various institutional domains which constitute a society, connecting family, market, state and community. Agency is the capacity to define one’s goals and act upon them which further explains decision making, bargaining and negotiation capacity. The framework applies to the study because women empowerment is dependent upon implementation bodies providing the necessary materials like funds, market and technical knowhow through enacted policies. Policies are the agencies that necessitate relations between women groups and implementation bodies.

#### **Cornwall’s Theory of Participation**

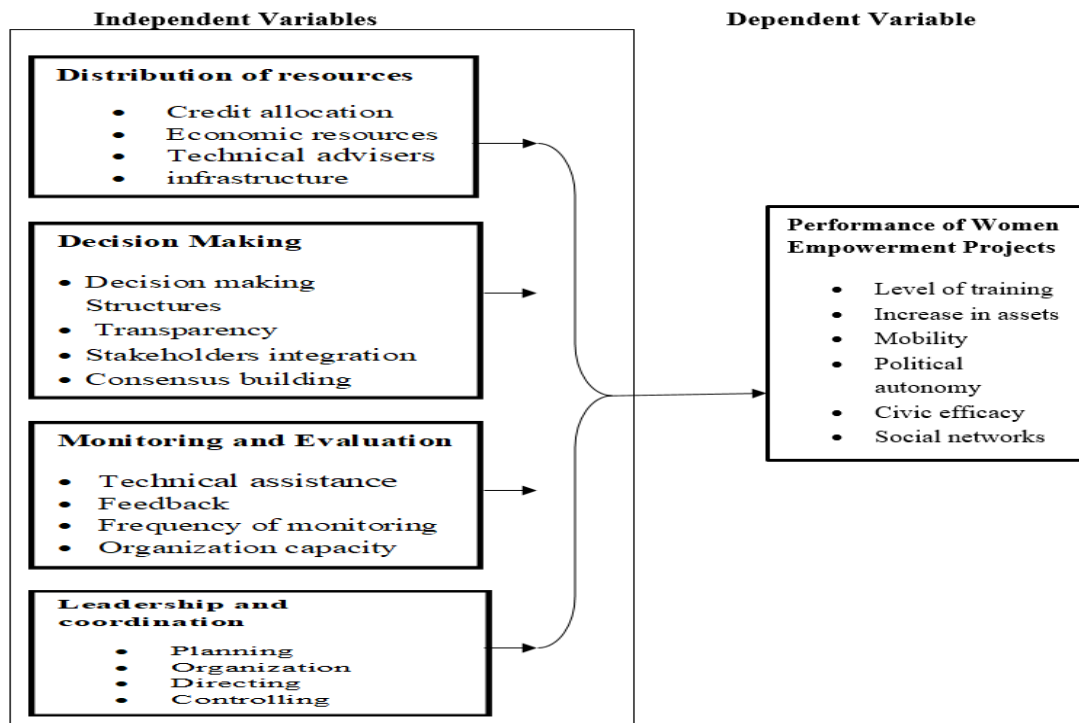
Cornwall’s (2002) theory as utilized in this study describes participation by considering aspects of space, power and differences; she argues that, participatory spaces can be created in order to allow people to interact and to discuss issues of their concern as well as to perform social responsibilities.

These spaces can change from time to time and from one context to the other. However, power and differences among the people may allow or limit effective participation. This is because participatory spaces gather people from different backgrounds and with different identities. This theory applies to this study because for women empowerment project to achieve its objective distribution of resources need to be equitably distributed among the different populace in Dagoreti, this will in turn enable leadership and coordination among the projects.

**Women’s Empowerment Framework as Developed by Longwe**

The study also utilized Women’s Empowerment Framework by Sara Hlupekile Longwe. Longwe (1990) argues that poverty arises not from lack of productivity but from oppression and exploitation. According to this framework, any empowerment process must embrace five levels of equality, namely welfare, access, concretization, participation and control. This framework is suitable for the study because it seeks to address the various factors that affect women’s empowerment *Leach (2003)*. Within this context, the women’s groups can be said to be avenues for women’s empowerment Sweetman (2000). The framework applies to the study because women over time *have* been productive yet they continue to be economically disadvantaged. This is explained by the fact that policies *haven’t* favored them in terms of equitable distribution of resources and services; women haven’t been actively involved in decision making process and leadership.

**Conceptual Framework**



**Figure 1 Conceptual Framework**

## **Empirical Review of Literature**

### **Distribution of Resources and Performance of Women Empowerment Projects in Kenya**

Empirical reports by Ndambuki (2010) on discursive representation of women Interests and needs capture different resource mobilization used by self-help groups. The bulk of resources (75.41%) were raised through members' contribution; 45.08% had a business projects; 27.87% had access to loans, individual members; 19.67% were able to access donor grants; while 17.21% got their resources from proceeds and contributions of well-wishers. Some (7.38%) were able to access government resources. From these findings, most groups raised their financial resources through proceeds from member contributions, with few raising resources from government. The low statistics presenting government agencies indicates a disconnect between economic distribution of resources and women empowerment. As studies carried out by Gutwa, Oino, Auya and Luvega (2010) on Women Groups as pathway to rural development in Nyamusi Division, Nyamira County, Kenya indicate, the growing recognition of women's contributions has not translated into significantly improved access to resources. Consequently, literature sets out to investigate how to bridge the gap by conducting an in-depth study of the extend of resource distribution policy. As the paper on promoting women economic empowerment in Africa concludes women's lack of access to productive resources in Africa is a serious economic problem for the continent (Yeshiareg, 2010).

### **Decision Making and Performance of Women Empowerment Projects in Kenya**

A past study conducted by Abdi (2007) on the participation of women in CDF projects, singles out the homogenous nature of CDF committees characterized by male dominance as an element that hinders women participation in decision making. According to this study the handpicking criterion of committee members is largely based on personal interaction with the fund patrons and not merit. This has locked out qualified yet vulnerable groups from being included in the CDF committees. CDF project being a means towards women empowerment and women being part of the vulnerable groups are therefore minimally represented occasioning a low performance of women empowerment. The low level of participation by women in decision making inevitably leads to biases in the priorities and policies pursued by development organisations (EC, 2000). Similar views are shared in a study on Malawi Social Action Fund Project by Dulani (2003) which argues that the level of participation in decision making by women was limited to women being informed on what had already been decided by other key players which implied passive participating by consultation. This implies some ill motive towards the realization of full women's participation and empowerment where their presence is mostly passive and in most cases virtual, hence their input is often overlooked. Misati and Ontita, (2011) concluded in their study Revitalizing Transformational Governance for Sustainable development: Perspectives from Kenya that citizens who have been denied the right to participate in decision making rarely gain confidence to reassert

their right for local leadership to start playing their rightful role within participatory and accountable governance.

### **Monitoring and Evaluation and Performance of Women Empowerment Projects in Kenya**

Ogolla (2010) in a study to determine effective monitoring and evaluation of government funded water projects in Kenya cited that monitoring and evaluation of projects in Kenya is very critical because lot of government resources are provided to organizations to implement various projects. Not only does best practices require that projects are monitored for control but also project stakeholders require transparency, accountability for resource use and impact, good project performance and organizational learning to benefit future projects. However, as Mugambi (2005) concludes in the study on Challenges of Project Implementation of Community based Goat breeding Projects in Meru most of these projects experience performance challenges in terms of completion thereby leading to confusion and uncertainty in implementation of project activities due to ineffective monitoring and evaluation. Attention is further drawn from the works of Adhiambo (2012) on factors affecting the effectiveness of donor funded projects in promoting development in Kibera in which there is a clear consensus that good monitoring throughout the project is essential, and also that it is frequently inadequate. It has been shown that blueprint projects which are finalized at preparation are less likely to be successful than flexible projects which can adjust to experience gained as the project develops. This implies that there must be a regular and reliable programme of measuring, recording and reporting the progress. This in turn means that there must be close contact with the beneficiaries, and also defined indicators of performance.

### **Leadership and Coordination and Women Empowerment Projects in Kenya**

Findings in studies carried out by Gutwa, Oino, Auya, and Luvega (2010) on Women Groups as pathway to rural development in Nyamusi Division, Nyamira County, Kenya indicate that poor and weak leadership is one of the challenges facing women groups in the Division as reported by 21% of the respondents. The study found that a few powerful community members can take advantage of the poor and weak leadership structures. In the same study 13% of the respondents attributed lack of government support as one of the problems affecting women groups, the study found that, despite the government's effort on ensuring funds for women initiatives are available, through institutions like Women Enterprise Fund and Uwezo Fund to empower women economically throughout the country, the uptake is still low. This is because, women groups lack recognition by the government particularly for those groups that are not formally registered by the relevant government bodies. Similar studies by Mindaye (2014) on Challenges and Contributions of Self Help Groups in Empowering Poor Women: The Case of Ethiopian Kale Heywet Church, Addis Ababa Integrated Urban Development Project found that individual women were found to be more economically successful than the group because of some barriers such as the groups being hindered by bureaucratic procedures and the necessity of maintaining social relationships.



Chambers (2014) contents to these saying women may gain more rights or access to resources but without active leadership and coordination elites may use secularization to marginalize groups.

### **Research Methodology**

The current study adopted a descriptive research design and focused on a target population of 33 women groups in Dagoretti with a women population of 262. In addition, 4 top management officials from the Nairobi county dealing with youth and women affairs and 20 chair persons of Program Implementing Bodies also formed part of the study population. The probabilistic sampling technique was employed in this design. A group of 33 women groups was shortlisted from which it was split into a smaller groups of 10 women groups representing 30 % of the 33 women groups were randomly selected. It is from these group of 10 women groups that a formula was used to select the respondents. The study employed both structured questionnaires and Focus Group Discussion (FGDs) to collect primary data. The data to be collected was sorted, classified and subjected to both quantitative and qualitative analysis. SPSS will be used to generate to analyze the results.

### **Results**

A total number of 110 respondents were used in this study. There were 100 women and 3 county officials and 7 officials from implementing agencies. Out of these, 100 women (100%) completed their FGD guides and 10 (100%) officials completed their questionnaire.

### **Distribution of Resources**

The first research question was what are the distributions of resources policies on the performance of women empowerment projects in Dagoretti area, Nairobi Count? It was important that, the present research look at the resource distribution policies so as to be familiar with whether the government was dedicated in improving women projects. The policies are analyzed according to distribution policy, allocation policy, additional resources policy and the impact that these policies have had on the performance of women projects. The findings are reported in the following subsections:

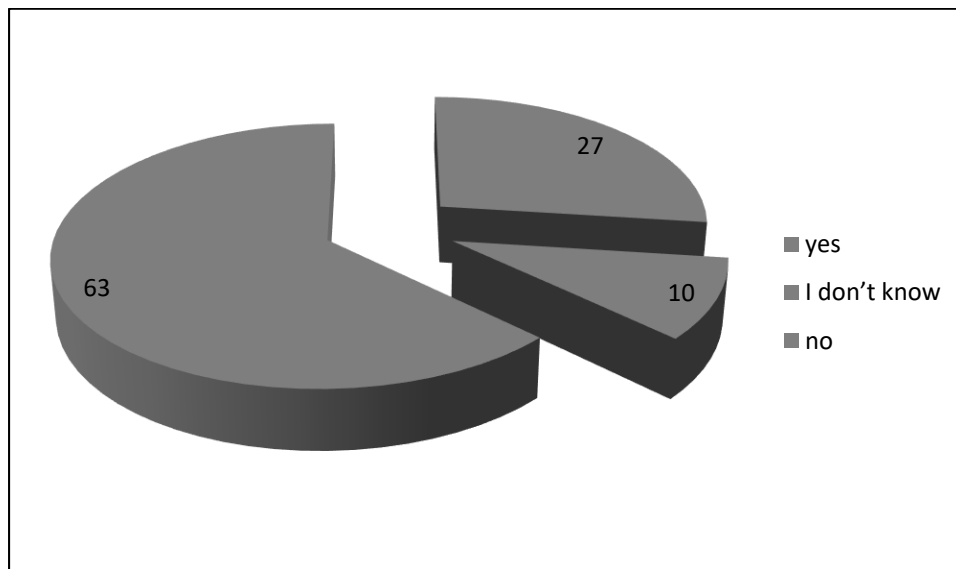
#### **Nature of Distribution of Resources**

In order to establish the nature of distribution of resources in this region by the government the respondents (women) were asked to describe the nature of distribution of resources. The responses were as shown in Table 1.

**Table 1: Nature of Distribution**

	Frequency	Percent	Cumulative Percent
Very fair	34	34.0	34.0
Fair	27	27.0	61.0
Neutral	9	9.0	70.0
Poor	11	11.0	81.0
Very poor	19	19.0	100.0
Total	100	100.0	

The results in Table 1 indicate that, 34 (34%) women agreed that resources were distributed very fairly, 27 (27%) women agreed that resources were distributed fairly on the other hand 19 (19%) women said resources were distributed very poorly and 11(11%) women said resources were distributed poorly. As indicated resources were distributed fairly it’s important to note that quite a good representation felt resources were not distributed fairly as indicated by 19%. Women in such groups may not be empowered because they don’t have the resources to eke a livelihood. These findings agreed with those from officials’ questionnaire which cited majority 8 (80%) official agreeing that resources distribution have been fair. Subsequently, question 11 of the women FGD sought to establish whether allocation was fairly done vis a vis other areas or regions. The purpose of the question was to establish if there was equitable distribution of resources and all women had equal access to resources. Information is presented in Figure 2.



**Figure 2: Allocation has been fair**

As presented in Figure 2, 63 (63%) women said allocation was not fairly done, 10 (10%) women said they don't know while 27 (27%) women said allocation was fairly done. Apparently, women groups feel that government need to do more. This is echoed by Maathai (2009) sentiments that Kenya has suffered from unjust allocations and distributional irregularities and government ought to involve itself more. This information presented similar view from officials as shown in Table 2.

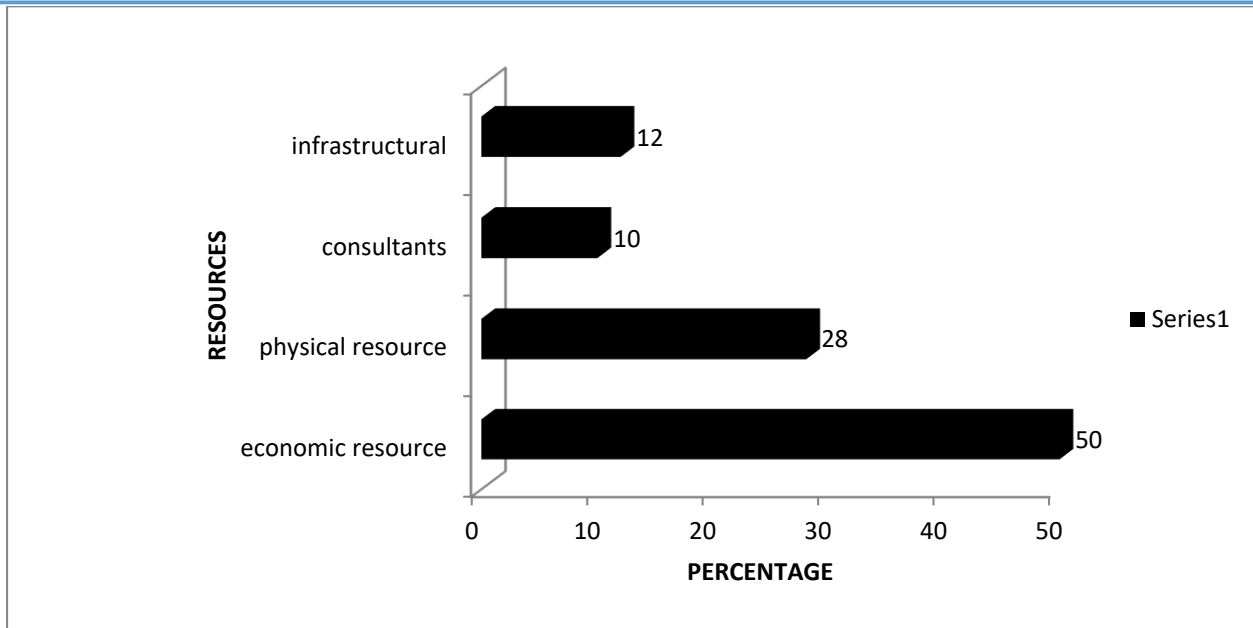
**Table 2: Resource Distribution**

	Frequency	Percent	Cumulative Percent
No	8	80.0	80.0
Yes	2	20.0	100.0
Total	10	100.0	

Table 2 indicates that majority of the officials 8 (80%) felt that resources were not allocated fairly while 2 (20%) felt that resources were fairly allocated. This finding shows that clear cut policy on equitable distribution of resource may be lacking. This may lead to favoritism making certain women groups to be disadvantaged. These findings are similar to empirical reports by Ndambuki (2010) on discursive representation of women in which it was stated that the bulk of resources (75.41%) were raised through members' contribution; 45.08% had a business projects; 27.87% had access to loans, individual members; 19.67% were able to access donor grants; while 17.21% got their resources from proceeds and contributions of well-wishers. Some (7.38%) were able to access government resources. From these findings, most groups raised their financial resources through proceeds from member contributions, with few raising resources from government.

**Additional resources**

Women were asked to indicate additional resources that they were interested in apart from what they getting. The results are shown in Figure 3.

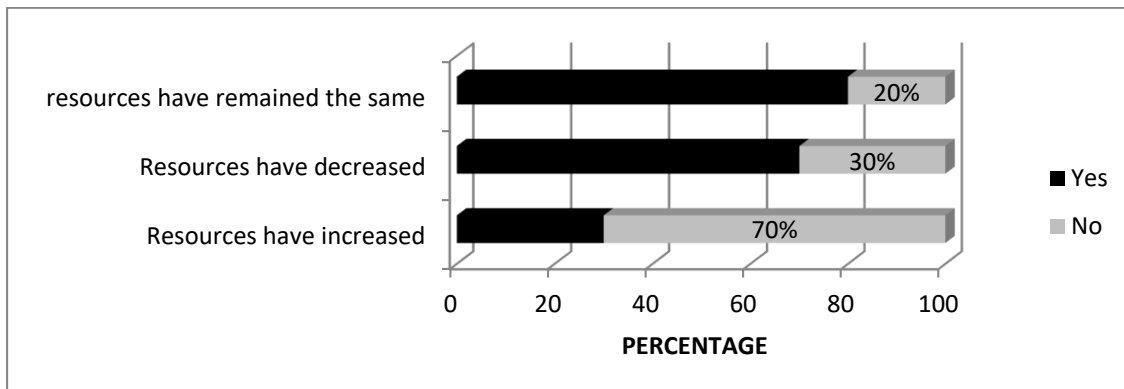


**Figure 3: Additional Resources**

Figure 3 indicates that, 50 % of the women preferred economic resources as an additional resource, 28% of the women preferred an additional physical resource, 10% preferred consultants and 12% preferred infrastructural resources. From the findings it would be useful to argue that there is neglect on the part of distribution of resources. The implication of additional economic resources indicates that the existing policy on matters related to economic empowerment of women in relation to capital base and micro financing was inefficient.

**Resource Base Expansion policy**

The study sought to find out if government increased resources or not so as to empower groups to grow. This was important because given the issues related to economy a policy ought to be in place to shield women groups from adverse effects. The findings are presented in Figure 4.



**Figure 4: Status of Resources**



Findings in Figure 4 indicates that 8 (80%) officials alluded to the fact that resources remained the same, 7(70%) alluded that resources have decreased while 3 (30%) alluded resources have increased. it is important to note that government and implementing agencies did not have adequate measures to increase resources allocation amidst changing economic environment.

### **Decision Making Policies**

The second research question which was what are the decisions making policies on the performance of women empowerment projects in Dagoretti area, Nairobi County? It was important that, the present research look at the decision making polices so as to be familiar with whether the government was dedicated in improving women projects. The policies are analyzed according to level of decision making, involvement in decision making and impact of decision making on the performance of women projects. The findings are reported in the following subsections:

#### **Government and implementing bodies decision making Decision making has led to empowerment**

Respondents were asked whether decision making policies have led to women empowerment. The responses are shown in Table 3.

**Table 3: Government Decisions have led to Empowerment**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Very much	10	10.0	10.0
Much	12	12.0	22.0
Neutral	10	10.0	32.0
Little	29	29.0	61.0
very little	39	39.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	

Table 3 indicates that majority of the respondents 39 (39%) supposed that government and implementing bodies decision making policies has done very little in empowering them, 29 (29%) said little, 12 (12%) said much and 10 (10%) said very much. This information was similar to that from officials as indicated by Table 4. Majority of them 4 (40%) said government and implementing bodies decision policies has done very little in empowering women. A few 1 (10%) said government and implementing bodies decision policies has done very much in empowering women

**Table 4: Government decisions led to empowerment**

	Frequency	Percent	Cumulative Percent
Very much	1	10.0	10.0
Much	1	10.0	20.0
Neutral	1	10.0	30.0
Little	4	40.0	70.0
Very little	3	30.0	100.0
Total	10	100.0	

**Members and officials' involvement in decision making**

Respondents were asked whether they participated in decision making involving their project at the local, county or national level. The responses are presented in Table 5.

**Table 5 Involvement in Decision Making**

	Frequency	Percent	Cumulative Percent
Very much	6	6.0	6.0
Much	21	21.0	27.0
Neutral	10	10.0	37.0
Little	24	24.0	61.0
Very little	39	39.0	100.0
Total	100	100.0	

Table 5 indicates that majority of the women 39 (39%) were involved very little, 24 (24%) were involved little. Few women 6 (6%) were involved much. It can be argued that government and implementing bodies' decision making policies were not inclusive. Therefore, issues related to distribution of resources and other aspects were sidelining women. These findings are consistent with EC (2000) report that women being part of the vulnerable groups are minimally represented occasioning a low performance of women empowerment. The low level of participation by women in decision making inevitably leads to biases in the priorities and policies pursued by

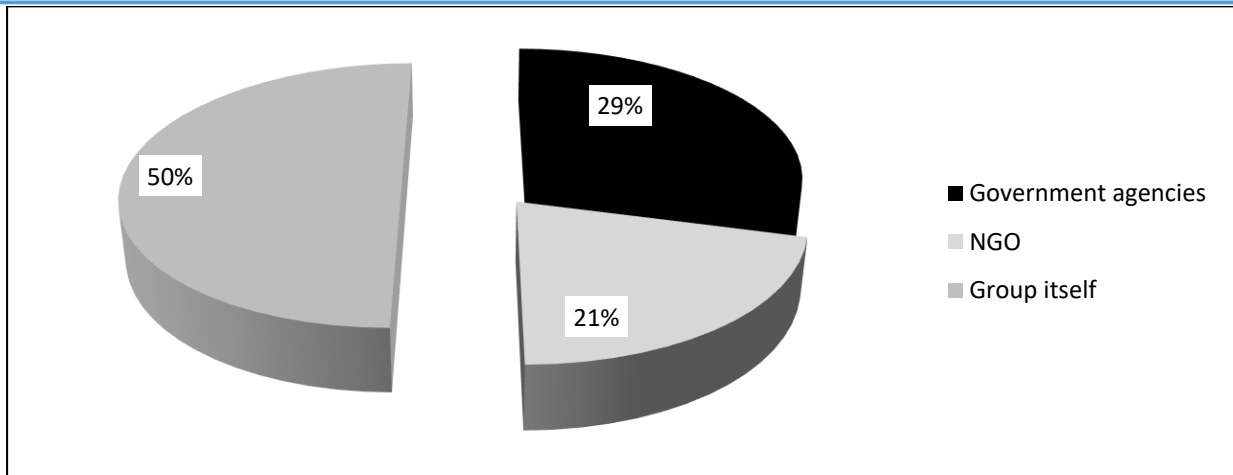
development organizations. Similar views are shared in a study on Malawi Social Action Fund Project by Dulani (2003) which argues that the level of participation in decision making by women was limited to women being informed on what had already been decided by other key players which implied passive participating by consultation. This implies some ill motive towards the realization of full women's participation and empowerment where their presence is mostly passive and in most cases virtual, hence their input is often overlooked. Misati and Ontita, (2011) concluded in their study Revitalizing Transformational Governance for Sustainable development: Perspectives from Kenya that citizens who have been denied the right to participate in decision making rarely gain confidence to reassert their right for local leadership to start playing their rightful role within participatory and accountable governance.

### **Monitoring and Evaluation Policies**

The third research question was what are the monitoring and evaluation policies on the performance of women empowerment projects in Dagoretti area, Nairobi County? It was important that, the present research look at the monitoring and evaluation polices so as to be familiar with whether the government was dedicated in improving women projects. Ogolla (2010) in a study to determine effective monitoring and evaluation of government funded water projects in Kenya cited that monitoring and evaluation of projects in Kenya is very critical because lot of government resources are provided to organizations to implement various projects. Not only does best practices require that projects are monitored for control but also project stakeholders require transparency, accountability for resource use and impact, good project performance and organizational learning to benefit future projects. The policies are analyzed according to level of decision making, involvement in decision making and impact of decision making on the performance of women projects. The findings are reported in the following subsections:

### **Monitoring Agencies**

Respondents were asked to name the agencies tasked to carry out monitoring and evaluation. The responses are indicated in Figure 5.



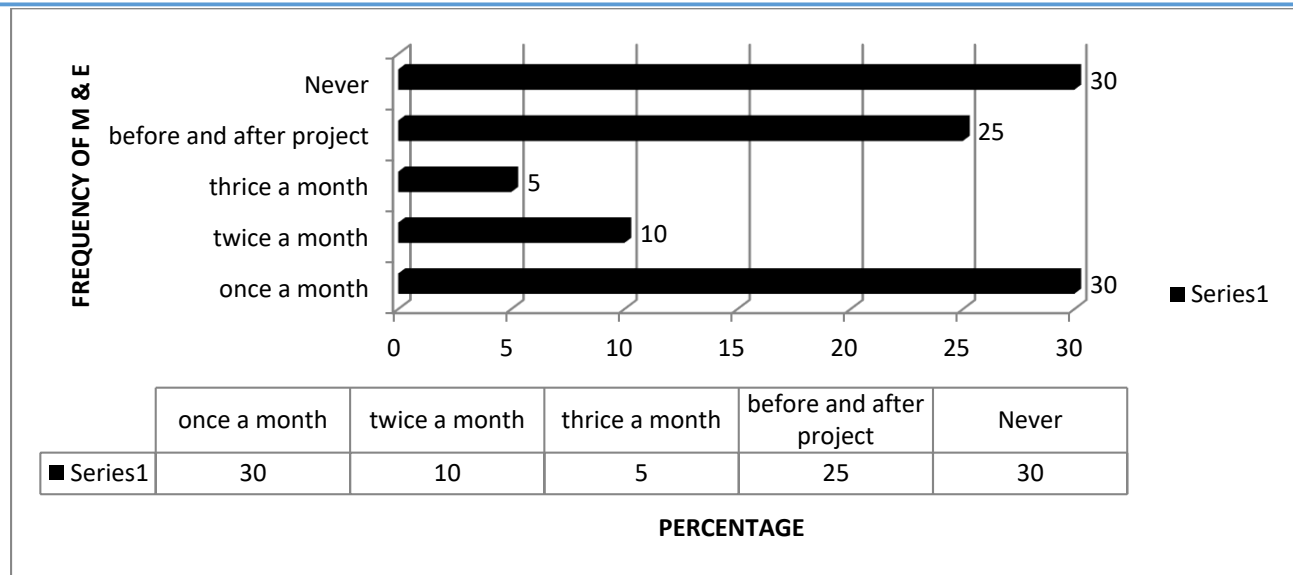
**Figure 5 Monitoring Agencies**

As indicated in Figure 5 majority of the groups did their own monitoring and evaluation as shown by 50 % of the women who said the group monitors itself. 21 % women said the group is monitored by NGO while 29 % said the group is monitored by government. It can be interpreted from the findings that monitoring policies are weak as such women group empowerment is likely to be impacted. Similar sentiments were made by Ndambuki (2010) studies where non-governmental organizations were found in all counties of Kenya. However, counties and areas with better infrastructure according to the study tended to attract more of them. This is quite unfortunate because areas without better infrastructure are often marginalized and this is where majority of the needy population is. This case scenario can be seen in parts of Dagoreti that are far flung like Kawangware and Ngando.

### **Times Monitoring is done**

The researcher sought to establish the frequency in which monitoring is done in an attempt to establish whether there is a guiding policy. The findings are presented in Figure 6.





**Figure 6 Frequency of Monitoring**

Information presented in Figure 6 indicates that monitoring was done at different times of the project. Majority of the women 30 (30%) said that monitoring was done once a month, the same majority 30% said that monitoring was never done. A few women 5% reported that monitoring was done thrice a month. Of importance was the respondents’ assertion that monitoring was done before and after project as reported by 25%. It can be deduced from the finding that there was no clear cut policy by the government and implementing bodies on matters pertaining to M & E of projects given the varied responses that indicated varying degrees as to when M & E was carried out. Similar sentiments derive from Mapesa and Kibua (2006) who while discussing their paper on assessment of community projects pointed that most project are initiated and implemented without adequate preparedness in terms of sensitization and creation of organizational structures and capacities, and development of monitoring and evaluation mechanisms. In relation to M & E being done after and before Adhiambo (2012) surmises in her study few agencies feel that they have the resources to evaluate every project, and so evaluation, particularly ex-post evaluation, tends to be biased towards projects with problems.

**Members involved**

Respondents were also asked the persons involved in monitoring and evaluation. It was hoped from the question that probably there could be experts within the groups trained to do M & E. findings are presented in Table 6.

**Table 6 Members Involved in Monitoring**

	Frequency	Percent	Cumulative Percent
chair person	74	74.0	74.0
Members	26	26.0	100.0
Total	100	100.0	

It was indicated by majority women 74 (74%) from Table 6 that monitoring and evaluation was done by chairpersons of the groups. A few respondents 26 (26%) indicated that M & E was done by members. A subsequent question was asked to enquire whether the members or chairpersons were trained to carry out M & E. the response showed that all members and chair engaged in M & E were not trained but relied on informal information. These findings show that government and implementing bodies do not have seminars and workshops for women groups to sensitize them on M&E.

### Success of Government Agencies in ME

The success of M & E was asked and respondents provided the following information in Table 7.

**Table 7: Rate Success of Government Agencies in ME**

	Frequency	Percent	Cumulative Percent
Very successful	14	14.0	14.0
Not very successful	37	37.0	51.0
Not successful at all	25	25.0	76.0
Successful	24	24.0	100.0
Total	100	100.0	

Table 7 indicates that majority of the respondents 37 (37%) said M & E was not successful, a few 14 (14 %) indicated that M& E was very successful. This finding indicates that policies in regard to M & E were not successful therefore impacting negatively on women empowerment. This sentiment is in line with what Mugambi (2005) concluded in the study on Challenges of Project Implementation of Community based Goat breeding Projects in Meru that most of these projects experience performance challenges in terms of completion thereby leading to confusion and uncertainty in implementation of project activities due to ineffective monitoring and evaluation.

### Capacity

Based on the responses in section, the researchers further inquired whether the government had the capacity to carry out M & E. the responses are presented in Table 8.

**Table 8: Does government have capacity?**

	Frequency	Percent	Cumulative Percent
No	63	63	63.0
Yes	25	25	88.0
I don't know	12	12	100.0
Total	100	90.9	

Table 8 indicates that majority of the respondents 63 (63%) felt that the government did not have the capacity to carry out monitoring and evaluation. This explains the high rates of low success. This finding agrees with Adhiambo (2012) studies agencies particularly are reluctant to use the time of project staff on evaluation when they could be getting on with the next project.

### Monitoring tool

The researcher sought to establish the monitoring and evaluation tool that was being used to carry out evaluation of the projects. The responses are shown in Table 9.

**Table 9: Most common Monitoring Tool**

	Frequency	Percent	Cumulative Percent
Inspection	72	72	72.0
Progress report	28	28	100.0
Total	100	100	

Table 9 indicates that the most common tool used to carry out M&E was inspection as indicated by 72 (72%) of the respondents. The least used tool was mentioned to be progress tool as indicated by 28 (28%) respondents. Progress report was uncommon given its nature of reporting every aspect of the project. Ahsan, and Gunawan (2010) argued that it is very common for insufficient attention to be given at project preparation to working out plans for monitoring, and the lack of a clearly laid out plan encourages project staff to give it low priority. It is the impression that field staff think of all returns and reports as being unwelcome chores that interrupt the real work

### Effectiveness of Tool

Officials from the county were asked whether the tool mentioned in section, was effective and the responses were as indicated in Table 10.

**Table 10: Rate effectiveness of Tool**

	Frequency	Percent	Cumulative Percent
Very effective	2	20.0	20.0
Effective	7	70.0	90.0
Not effective	1	10.0	100.0
Total	10	100.0	

As indicated in Table 10 majority of county officials 7 (70%) said the tool was effective. A few official 1 (10%) said the tool was not effective. This information contradicts earlier statements indicating that the government has capacity.

### Leadership and Coordination

The fourth research question was what are the leadership and coordination policies on the performance of women empowerment projects in Dagoretti area, Nairobi? It was important that, the present research looked at the leadership and coordination decision making polices so as to be familiar with whether the government was dedicated in improving women projects. The findings are reported in the following subsections:

#### Availability of Offices

One important aspect about leadership and coordination is having such services closer to people. An attempt was made to find out availability of offices within Dagoreti. Findings are presented in Table 11



**Table 11 Offices in Dagoreti to Coordinate Women Empowerment**

	Frequency	Percent	Cumulative Percent
Very few	39	35.5	39.0
Few	20	18.2	59.0
Neutral	15	13.6	74.0
Many	21	19.1	95.0
Very many	5	4.5	100.0
Total	100	90.9	

Table 11 indicates that there were few offices as shown by 39 (35.5%) respondents and 20 (18.2%). This shows that coordinating activities related to women groups may be a challenge.

#### **Project Activities have been Coordinated Well**

Respondents were asked to rate the coordination process of projects in Dagoreti. Responses are presented in Table 12

**Table 12 Project Activities have been Coordinated Well**

	Frequency	Percent	Cumulative Percent
Strongly agree	10	9.1	10.0
Agree	10	9.1	20.0
Neutral	10	9.1	30.0
Disagree	35	31.8	65.0
Strongly disagree	35	31.8	100.0
Total	100	90.9	

Table 12 indicates that majority of women 35 (31.8%) strongly disagreed that projects were well coordinated, 35 (31.8%) disagreed that project were well coordinated. These findings relate with findings in studies carried out by Gutwa, Oino, Auya, and Luvega (2010) on Women Groups as pathway to rural development in Nyamusi Division, Nyamira County, Kenya which indicate that poor and weak leadership is one of the challenges facing women groups in the Division as reported

by 21% of the respondents. The study found that a few powerful community members can take advantage of the poor and weak leadership structures. In the same study 13% of the respondents attributed lack of government support as one of the problems affecting women groups, the study found that, despite the government's effort on ensuring funds for women initiatives are available, through institutions like Women Enterprise Fund and Uwezo Fund to empower women economically throughout the country, the uptake is still low. This is because, women groups lack recognition by the government particularly for those groups that are not formally registered by the relevant government bodies.

### **Conclusion**

Based on the findings of the study the study concludes that; resources were distributed within Dagoreti though they did not commensurate to what other women groups nationally were getting therefore raising issues of inequitable access to resources. Women participation in decision making regarding their projects was weak. Many times they were involved at penultimate stages after everything have been done. Government agencies Monitoring and Evaluation mechanisms were weak. Many projects were neither monitored or evaluated making them not live to their expectation. Members relied on informal technical knowhow to carry out monitoring and evaluation. There was inadequate coordination within Dagoreti as a result of few offices. Members did not easy access to leadership structures.

### **Recommendation**

Based on this research, the following recommendations are suggested; government should do feasibility studies and needs assessment so as to understand the women groups needs before disbursing resources. Decision making committees to be established at ward / estate / village level and to have women representatives from all the women groups. Decisions to be made public for scrutiny by women groups before implementation are done. Seminars and workshops to be carried out for members to be oriented to the best M & E practices. This will enable self evaluation by individual groups. Besides M&E should be digitalized so that members only feeds in progress to be assessed by officials. Satellite offices should be established to ease coordination

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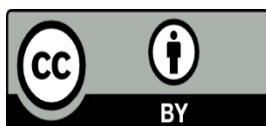
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