

**ANALYSIS OF WOMEN PARTICIPATION ON IMPLEMENTATION OF
DEVOLVED FUNDED PROJECTS IN GARISSA COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by Student

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

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Date.....

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Approval by Supervisor

This research project has been submitted for the award of the degree with my approval as University supervisor.

Signature.....

Date.....

Dr. Anthony Alexis

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DEDICATION

Completion of research project was made necessary by individuals that play one role or the other and that's why I am dedicating it to them. To begin with is my loving Mother Dera Guhad and Hussein, my wife for the kind words and encouragement without forgetting friends whose advice and encouragement also came in handy.



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I acknowledge and praise our great God for bestowing upon me the knowledge, wisdom, and courage that enabled me to navigate the demanding academic journey. Without His guidance, I would not have come this far. Special gratitude goes to my dedicated supervisor, Dr. Anthony Alexis, for his invaluable advice, insightful comments, and continuous engagement, which have greatly contributed to refining my work in many ways."



ABSTRACT

Despite women comprising more than half of the population, they remain significantly underrepresented in the management and control of resources within society. Their involvement in identifying, initiating, implementing, and disseminating outcomes of devolved funded projects is essential for inclusive development. This study investigated women's participation in the implementation of devolved funded projects in Garissa County, Kenya. Specifically, it aimed to: evaluate the role of women's management skills in influencing their participation; assess the impact of women's leadership in decision-making; examine how access to financial resources affects participation; and analyze the role of institutional capacity and support structures in shaping women's involvement. The study was anchored on Cornwall's Theory and Kabeer's Framework of Women Empowerment. A descriptive research design was employed to survey a target population of 545 respondents, including 300 women in 59 registered groups, 78 Constituency Development Fund (CDF) committee members, 120 county administrative supervisors, and 47 national government officials. Stratified random sampling was used to select a sample of 230 participants. Quantitative data was collected, cleaned, coded, and analyzed using SPSS Version 24, with findings presented through descriptive statistics in tables and figures. Findings revealed that women's management skills ($\bar{x} = 4.225$) significantly influence participation, particularly through staff expertise in monitoring and evaluation. Leadership ($\bar{x} = 4.295$) emerged as a critical factor, with strong support for its role in project outcomes. Financial resources ($\bar{x} = 3.938$) had a moderate effect, while institutional capacity ($\bar{x} = 4.133$) showed significant influence, especially in staffing and technological support. The study recommends targeted efforts to enhance women's participation by investing in capacity-building for management skills, promoting women in leadership positions, improving access to financial resources, and strengthening institutional support systems within devolved project structures.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBF:	Constituency Bursary Fund
CDF:	Constituency Development Fund
CIPAC:	Cities in Partnership with Communities
FPEF:	Free Primary Education Fund
HIV:	Human Immunodeficiency Virus
MDG:	Millennium Development Goals
REL:	Rural Electrification Levy Fund
RMLF:	Roads Maintenance Levy Fund
WSTF:	Water Service Trust Fund
YEDF:	Youth Enterprise Development Fund



CHAPTER ONE: INTRODUCTION

1.0 Introduction

This serves as critical part your work. It sets stage for your study by providing essential background information, outlining purpose of research, and establishing research questions or objectives.

1.1 Background to the Study

The global commitment to human development was reaffirmed through the adoption of the Millennium Development Goals (MDGs) in 2000 and the subsequent Sustainable Development Goals (SDGs) in 2015. Both frameworks recognize the vital role of women and the importance of promoting gender equality in development. As Kabeer (2021) notes, policies aimed at poverty reduction should ensure equitable access to resources and economic opportunities for both men and women.

However, the participation of women in development processes especially in rural and devolved contexts remains limited due to persistent cultural, social, and institutional barriers. In many African societies, women are still confined to subordinate roles in decision-making, particularly at the household and community levels. Farrukh (2020) observed that rural women are often overlooked by male-dominated local development staff, hindering their contribution to project planning and execution.

The traditional framing of women as passive agents in development, rather than as active beneficiaries and leaders, continues to influence policy and practice. Manguyu (2021) highlights how African women are often viewed merely as project recipients rather than key stakeholders in the development process. Similar patterns were observed in indigenous

communities in the U.S., where leadership training for women was initiated through education centers designed to link local women to service delivery systems and build technical capacities (Hecht, 2020).

In Germany, although strides have been made in women's education and political representation, challenges like gender pay gaps and limited access to leadership roles persist (Campani & Chiappelli, 2018). Measures such as quotas for women in political parties have helped increase female participation in governance, yet the structural inequalities remain a concern.

In African countries, particularly Kenya, gender disparities are also evident in decision-making, resource access, and entrepreneurial activity. Women often face multiple constraints, including lack of credit access, limited ownership of productive resources, and household responsibilities that reduce their ability to engage in risk-taking (Makola, 2020; Sherief, 2018). Nicholas (2022) emphasizes the role of women in poverty alleviation at grassroots levels in Nigeria, underscoring their critical role in family welfare and community development.

Decentralization policies have emerged as a tool for promoting inclusive governance and development. However, in the absence of political accountability and strong institutional support, these policies may fail to translate into meaningful participation for women (Mwema, 2019). In Kenya, although devolved funds and a progressive constitution have laid the groundwork for inclusive development, systemic gender inequalities continue to limit women's roles in decision-making and project implementation.

As Dentoni (2020) and Podolny (2018) argue, the lack of political maturity, accountability, and consistent policy platforms in developing nations undermines the ability of elected

officials—including women—to implement transformative agendas. Women's participation in governance and development initiatives must therefore be supported by structural reforms, policy consistency, and a culture of public accountability.

This study, therefore, seeks to investigate the extent and nature of women's participation in the implementation of devolved funded projects in Garissa County, Kenya, focusing on the influence of management skills, leadership, financial access, and institutional support structures.

1.2 Statement of the Problem

Women's participation in development remains a significant issue in Kenya, despite national and global efforts to promote gender equality. According to Chifamba (2020), excluding women from development processes undermines the very foundation of inclusive and sustainable growth. As Manguyu (2021) also affirms, it is impossible to achieve meaningful development without actively involving women in both planning and implementation. This is particularly critical in devolved governance systems, where local-level decision-making has a direct impact on community welfare.

A key challenge in implementing participatory development is the failure to clearly define what meaningful participation entails. Often, participation is introduced as a requirement in project planning without adequate stakeholder understanding, which complicates monitoring and evaluation processes. This gap in understanding makes it difficult to assess whether women's involvement is genuine or tokenistic.

The lack of women's participation in project implementation affects not only their representation but also their capacity to influence policy and resource allocation that reflect their needs and priorities. According to the Inter-Parliamentary Union (IPU) and UN Women

(2019), Kenya lags behind many African countries in female political representation, with only 15% of political seats held by women. In comparison, Uganda stands at 35%, Tanzania at 36%, South Africa at 42%, and Rwanda leads with 64%. This underrepresentation mirrors the broader exclusion of women in development initiatives, including devolved funded projects.

In counties like Garissa, socio-cultural norms, limited access to decision-making spaces, inadequate capacity-building initiatives, and economic barriers all contribute to the marginalization of women in local development. This undermines the potential of devolved governance to drive inclusive development and perpetuates poverty and inequality at the grassroots level.

Therefore, this study aims to investigate the factors that influence women's participation in the implementation of devolved funded projects in Garissa County. It seeks to fill existing gaps in understanding by examining planning, execution, and oversight mechanisms, and how they can be restructured to support women's meaningful involvement in development. Addressing this issue is critical for empowering women, enhancing local governance, and promoting sustainable development.

1.3 Purpose of the Study

Purpose of this study is to analyze level of women's participation in implementation of devolved and funded projects in Garissa County, Kenya

1.4 Objectives of the Study

- i. To evaluate the role of women's management skills in influencing their participation in the implementation of devolved funded projects in Garissa County.
- ii. To assess how women's leadership in decision-making processes influences their participation in the implementation of devolved funded projects in Garissa County.
- iii. To examine the extent to which women's access to financial resources affects their participation in the implementation of devolved funded projects in Garissa County.
- iv. To analyze the impact of institutional capacity and support structures on women's participation in the implementation of devolved funded projects in Garissa County.

1.5 Research Questions

This research was guided by the following research questions:

- i. How do women's management skills influence their participation in the implementation of devolved funded projects in Garissa County?
- ii. In what ways does women's leadership in decision-making affect their participation in the implementation of devolved funded projects in Garissa County?
- iii. To what extent does access to financial resources influence women's participation in the implementation of devolved funded projects in Garissa County?
- iv. How do institutional capacity and support structures impact women's participation in the implementation of devolved funded projects in Garissa County?

1.6 Significance of the Study

Significantly academic literature currently in public domain by providing to various scholars, researchers may be interested carrying the same. Academicians will as well benefit from the

research findings by widening their research towards understanding the women participation on implementation of devolved funded projects in Garissa County. Additionally, findings will also provide useful information to both national and county government officials.

1.7 Scope of the Study

The study was conducted in Garissa County, focusing on factors influencing women's participation in the implementation of devolved and funded projects. The research was carried out over a period of six months, from November 2024 to April 2025.

1.8 Limitation of the Study

Researcher anticipated that would be to the study. Finding certain respondents such those in senior offices may be very difficult because some of them are very busy and do not reside and operate within county. The managers of the funds may also fail to provide full information because of confidentiality requirements that bind them from disclosing any information that touches on some of their operations. To overcome some of the above challenges, the researcher found ways of gaining the trust of the respondents by assuring them of confidentiality of the information that will be provided.

1.9 Delimitation

Study limited to Garissa County with population about 213,960 people and it is 713.30 square kilometers. The representative sample was arrived at using stratified random sampling. The study targeted factors influencing role played by women management of various devolved funded. Out of twelve devolved funds available in Kenya.

1.10 Assumption of the Study

Study assumed all respondents would answer questions correctly and truthfully and sample of respondents selected to take part in study. Researcher assume that no political interference during process.

1.11 Operational Definition of Key Terms

Financial resources: are cash that is at the disposal of the business to spend, it may be in the form of liquid securities, cash, or credit lines. Securing enough financial resources is a requirement that must be fulfilled in order to efficiently run the business successfully.

Institutional capacity: Involves the establishment of structures and measures that support various establishments such as business, governments and non-governmental organizations to be in a possible to handle challenges they encounter effectively and efficiently. They are targeted at enhancing institutional structures for the purpose of cost effective management.

Leadership: This convincing people in manner that leads to achievement of a common goal. In a business environment, it implies directing employees using a strategy in order to meet the organizations goals.

Management skills: These are the characteristics or abilities expected of an executive to have for him/her to be able to accomplish certain tasks within an organization. They include the abilities to carry out executives roles in an organization while being able handle difficulty situations whenever they happen.

Participation: The involvement of people or group of people in accomplishing common goals

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Focus on specific theories as well as practices that have been carried out on the role women management of devolved funds. It organized into local and international scenarios, influences and their lack thereof of women leadership, participation, decision-making and management skills in the use of these devolved funds.

2.2 Empirical literature review

The subsequent segment offers the empirical literature from other scholar's researches and based on the study objectives.

2.2.1 Women Management skills in the Implementation of devolved funded projects

Education is widely recognized as a cornerstone of national development and a fundamental human right for all citizens. When access to education is ensured grounded in gender equality it initiates a ripple effect that not only empowers individuals but also shapes the socioeconomic landscape for future generations. As a Ghanaian educator once remarked, "The surest way to keep people oppressed is to educate the men and exclude the women." This aligns with Waruhiu's (2019) assertion that educating a girl is equivalent to educating an entire nation.

A substantial body of evidence supports the claim that women's education positively impacts society at personal, familial, community, and national levels. Universal access to education, as envisioned in the Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education), is fundamental for sustainable progress. Dentoni (2020) emphasizes that developing countries cannot afford to marginalize half their populations—women—

and expect sustainable growth. Thus, the education of women is not only a moral imperative but also a strategic investment in national development.

According to Makola (2020), one of the most commonly cited barriers to women's participation in governance and leadership is their relatively lower levels of education and literacy. This gap significantly hampers women's management and decision-making capabilities in development initiatives. Therefore, bridging the education gap can enhance women's competencies in project management, leadership, and policy engagement—critical areas for inclusive development.

Education equips women with the skills to break the cycle of poverty, whether through formal employment or entrepreneurship. Strelsky (2024) notes that educated women are more likely to access gainful employment and reinvest in their families, particularly in healthcare and education. Addae (2024) further argues that each additional year of formal education for a woman substantially increases the educational prospects of her children, thus creating a long-term multiplier effect.

Moreover, women's education plays a pivotal role in promoting gender equality and safeguarding women from harmful cultural practices. Kaminski (2020) asserts that educated women are more likely to participate in household decision-making and are less vulnerable to domestic violence. El-Gabaly (2016) supports this view, highlighting that women with secondary education are four times more likely to oppose female genital mutilation (FGM).

Training and education also promote social mobility, reduce income inequality, and prepare the workforce for the demands of modern economies (Podolny, 2018). International bodies such as UNESCO and development stakeholders have increasingly

recognized the transformative role that women's education plays in building resilient societies (Sadler & Magnan, 2022).

In conclusion, educating women is not only a path toward achieving gender equity but also a strategic lever for poverty reduction, improved governance, and national prosperity. In the context of Kenya's Vision 2030, advancing women's education should remain a central focus in efforts to realize inclusive and sustainable development.

2.2.2 Women Leadership in Implementation of devolved funded projects

Gikunda (2020) underscores the central role women play within the family unit and, by extension, in the broader community. Their active involvement is therefore essential to the success of community development initiatives. Milton (2023) reinforces this view, noting that women's participation in development projects especially those focused on environmental sustainability is crucial to achieving broader developmental objectives. This highlights the need for policymakers to prioritize and integrate women's contributions into the core of the development agenda.

Leadership effectiveness in development contexts is also tied to strategic resource allocation and decision-making autonomy, as observed by Lee (2019). He emphasizes the importance of internal leadership capacities that do not overly depend on external validation or assistance. Wilkinson (2020), in his book *The Rise of Women in Project Management*, corroborates this by illustrating how the growing inclusion of women in the field is largely attributable to the evolution of project management disciplines that are increasingly seen as more conducive to women's leadership styles and professional strengths.

Kim Hinton observes a paradigm shift over the past five years regarding women's integration into community development and project management. Historically, women faced significant challenges in entering these domains. However, current trends indicate improved access and recognition of women's competencies in these sectors. This is echoed by Onyena (2020) in his article *Do Men and Women Perform the Role of City Manager Differently?*, where he concludes that gender does not significantly influence performance in managerial roles. Instead, individuals regardless of gender bring to the role a combination of professional qualifications and unique personality traits.

O'Brien (2022) supports this argument by asserting that project management is composed predominantly of soft skills (80%) as opposed to hard skills (20%). This underscores the relevance of interpersonal and emotional intelligence—areas where women are often well-represented. Frank (in the same article) emphasizes that the only observable difference between male and female project managers lies in their stylistic approaches, shaped by inherent gender traits, rather than disparities in competence or performance. He further challenges gendered assumptions by noting that differences in project management styles between individuals of the same gender can be just as pronounced, thereby undermining the stereotype that men inherently outperform women in project leadership roles.

Collectively, these perspectives advocate for a more inclusive and merit-based approach to project management, where the value of women's leadership is recognized not as supplementary, but as integral to the successful planning and execution of development initiatives.

2.2.3 Distribution of financial Resources

In an empirical study, Ombongi reveals that the primary source of financial resources for women's groups stems from internal group contributions, accounting for approximately 75.41%. Groups with business ventures contributed about 45.08%, while access to credit facilities represented 27.87%. Only 19.67% of individual members had access to donor grants, and contributions from personal income or well-wishers made up 17.21%. Notably, only 7.38% of resources originated from government allocations. These figures indicate that most women's groups are largely self-reliant when it comes to mobilizing financial resources, with limited support from external institutions, particularly government entities.

Despite the essential roles women play in rural development, Opondoh (2023) argues that structural inequalities—especially limited access to information and decision-making spaces—have significantly constrained their agency. These disparities are among the leading contributors to persistent poverty in rural areas. In Kenya, many grassroots initiatives are led by women's groups. While these groups provide important mechanisms for addressing local challenges, their effectiveness is hampered by inadequate institutional and financial support from both government bodies and development partners.

Hussaini (2023) highlights the transformative potential of economic empowerment through self-help groups (SHGs). He argues that consistent income-generating opportunities within SHGs enhance members' livelihoods and expand access to credit. Supporting this view, Garai, Mazumder, and Maiti (2023) provide empirical evidence from Bengal District, India, showing that women in SHGs were significantly more empowered compared to non-members. This empowerment was reflected in improved financial autonomy, decision-making capacity, and well-being.

Similarly, Konduri (2024), in a study conducted in Assam State, India, reports congruent findings, emphasizing that financial support to SHGs leads to measurable improvements in members' economic conditions. These outcomes were evidenced by increased incomes, asset accumulation, higher savings, greater credit uptake, and improved access to consumption services. Collectively, these studies reinforce the argument that economic backing is crucial to the sustainability and impact of women's grassroots initiatives.

Aberi (2025) observes that while non-governmental organizations (NGOs) operate across most counties in Kenya, their presence is often minimal in marginalized and infrastructurally underdeveloped regions. This observation supports Zoogah's (2020) critique regarding the inequitable distribution of national resources. It aligns with Posner's (2004) theoretical model, which suggests that civil society organizations are particularly vulnerable during periods of resource scarcity. In such circumstances, the sustainability of NGOs becomes tenuous, especially in underserved areas. Therefore, it is imperative for the government to offer incentives to NGOs, encouraging them to expand their operations into remote and neglected regions where the need for support is often greatest.

2.2.4 Institutional capacity on implementation of devolved funded projects

This research investigates how institutional capacity contributes to the efficiency and effectiveness of program implementation. Through a review of existing literature, the study identifies key structural and functional characteristics that define institutions and shape their impact on program outcomes.

According to Brounen, (2019), institutions are systems comprising individuals embedded in organized structures, working toward common goals. These systems form the backbone

of policy formulation and implementation by facilitating structured coordination and accountability.

Miller further underscores that institutional functions are defined by the tasks they undertake and the rules that guide the execution of those tasks. This indicates that institutional performance is directly linked to the clarity and consistency of its operational framework.

Hodgson (2019) emphasizes the importance of continuously evaluating an institution's capacity to deliver on its mandates. Such assessments help determine whether an institution remains effective in an ever-evolving socioeconomic and political context.

Kaminski (2020) broadens the understanding of institutions by describing them as frameworks of formal regulations and informal norms that shape human behavior and interpersonal relationships in both political and economic spheres. He highlights four legal and policy developments that have significantly influenced institutional inclusivity: Expansion of civil and political rights, which has enhanced equal participation in social and economic activities, Abolition of discriminatory laws in many countries, opening doors for women's equal representation, Democratization, which has increased opportunities for women, including those from marginalized backgrounds, to engage in governance at various levels and Electoral reforms, such as the adoption of party quotas, which have proven effective in narrowing gender gaps in political representation globally.

However, Kaminski also cautions that institutional progress is often shaped by the interaction of various political and structural variables. For instance, the impact of gender quotas is influenced by the broader political environment, including the type of electoral system, the dynamics of political parties, and governance structures (presidential vs.

parliamentary systems), which collectively determine women's access to leadership positions.

Kaminski also stresses the importance of strategic planning in managing institutional resources. Proper resource allocation is essential for identifying and meeting critical needs, ultimately contributing to the sustainability of institutional programs.

The OECD (2018) defines institutional capacity as the broader enabling environment that supports organizational functioning. This encompasses not only structures and systems but also the informal networks and norms that guide individual and group behaviors within institutions.

Additionally, Kirwa (2019) notes that institutional dynamics play a crucial role in revealing gender differences, particularly in entrepreneurship and leadership, further influencing how men and women engage with institutional opportunities.

Winkler (2021) reinforces the idea that institutions rely heavily on their human capital, especially in service-oriented organizations. The performance and responsiveness of institutions, therefore, are directly tied to the motivation, skills, and engagement of their workforce.

2.3 Theoretical Review

2.3.1 Kabeers Framework of Women Empowerment

Kabeer's (2021) Framework of Women Empowerment offers a comprehensive lens to understand the challenges and opportunities surrounding this issue. The framework breaks empowerment down into three interrelated dimensions: resources, agency, and achievements, which are particularly applicable in the context of devolved development.

Resources: Access and Control

In Kabeer's terms, resources encompass not only material goods (like finances and assets) but also intangible assets such as knowledge, education, and social capital. Within Garissa County, access to devolved funds and relevant technical knowledge are key enablers of women's participation. However, many women lack access to financial capital, training opportunities, or even basic awareness about these projects hindrances rooted in structural inequalities, cultural norms, and low literacy levels.

The implementation bodies, including county government departments and development committees, are critical in distributing resources. When these institutions fail to create equitable platforms or deliver transparent, gender-sensitive funding mechanisms, women remain disadvantaged. Therefore, for women's empowerment to occur in line with Kabeer's model, resources must be distributed in a way that redresses historical imbalances and social exclusion.

Agency: Voice, Participation, and Decision-Making

Agency, or the ability to make purposeful choices, is central to empowerment. In the Garissa context, women's agency is often constrained by patriarchal traditions, limited representation in decision-making organs, and low levels of political participation. While devolution was intended to decentralize power and increase community involvement, women's voices are frequently underrepresented in County Development Committees and other governance bodies.

Moreover, agency includes bargaining power, negotiation, and leadership skills that many women have not had opportunities to develop due to gendered social roles and unequal access to education. The success of devolved project implementation depends largely on women having both the platform and the confidence to contribute ideas, advocate for their interests, and participate in monitoring and evaluation processes.

Achievements: Outcomes of Empowerment

The ultimate goal of empowerment, according to Kabeer, lies in achievements—measurable changes in women's lives such as improved livelihoods, enhanced household welfare, greater political representation, or increased self-efficacy.

In Garissa, where devolved projects can range from water infrastructure to education and health services, women's participation often translates into more responsive service delivery, better-targeted development, and even poverty reduction at household level. However, low participation leads to projects that do not reflect the needs or priorities of women, reducing their effectiveness and sustainability.

Applying Kabeer's empowerment framework to the context of Garissa County's devolved funded projects helps illuminate the systemic barriers women face and the structural reforms needed to enhance their participation. True empowerment goes beyond inclusion in numbers it must be about transforming systems to ensure equitable access, meaningful voice, and tangible benefits for women at the grassroots level.

2.3.2 Cornwall's Theory of Participation

Participation in development initiatives can be significantly enhanced by recognizing the importance of spatial dynamics, individual capacity, and social diversity. Cornwall (2016) argues that *participatory spaces* are not merely physical or institutional locations but are socially constructed arenas that facilitate dialogue, interaction, and collective action. These spaces enable individuals to engage in conversations about their lived realities while also fulfilling their civic and social responsibilities.

Nevertheless, the varying degrees of agency, strength, and diversity among individuals can influence how participation unfolds. The effectiveness of participatory spaces is often contingent upon how well they accommodate differences in gender, socio-economic status, education, and cultural background. In heterogeneous communities such as those in Garissa County, these differences can either enrich deliberative processes or deepen existing inequalities if not addressed thoughtfully.

This concept is highly relevant to the current study, as the success of women empowerment efforts under devolved funding mechanisms depends on how inclusively and equitably resources and decision-making power are distributed. Projects that overlook the need for inclusive participation risk marginalizing certain groups particularly women from disadvantaged backgrounds. On the other hand, ensuring equitable access to participatory spaces and project resources can foster leadership development, strengthen

social cohesion, and improve coordination and accountability within the implementation of community projects.

2.4 Conceptual Framework

The explanation of variations and contexts is facilitated through the use of an analytical tool known as the conceptual framework. It offers an effective means of illustrating the relationship between independent and dependent variables, as demonstrated in this study, as shown in Figure 2.1 below



Independent Variables

Dependent Variable

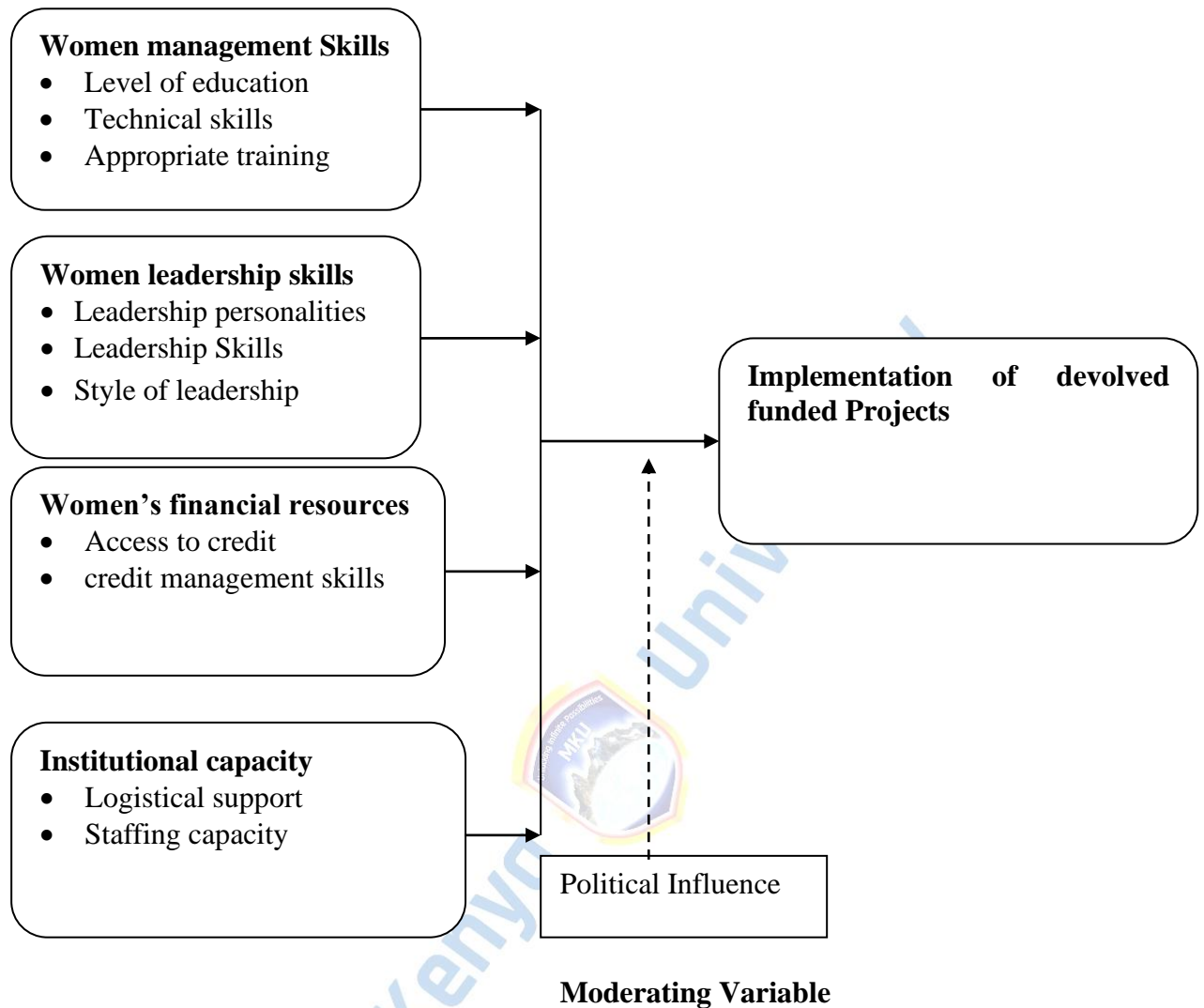


Figure 1: The conceptual Framework

Source: Self conceptualization by the Researcher (2025)

2.5 Recap of Literature Review

Sections above have literature women management of publicly funded projects. Two case scenarios, a local and an international example, have been highlighted. Literature review on women leadership, participation, decision making and management skills as far as project management is concerned has been carefully selected and included in this section.

It is shown that where women are given leadership roles then it leads to better management of the devolved funds. Women participation also leads to better management of development projects since they are more available and fully get engaged in whatever they do. Where women are also involved in the decision making it leads to better management since the problems that most of these funds address affect women directly. Women also have been trained and they now have the necessary management skills to guide them in carrying out their roles in the projects Farrakh, (2020).

Several studies undertaken to find out the extent to which the participation of the public is achieved in management of the devolved funds found that most people, especially women have failed to take up their roles in the active management of these funds. It is not the first case to happen in Kenya's development history that project implementation failure has occurred (Campani and Chiappelli, 2018).

Sherief (2018) contends that one would be intrigued to know the rationale behind these insights on community participation on national matters which are obviously intended to profit a common man, however with near 90% of the respondents met in the review conceding that they had never met or reached their zone District Commissioner, and 85% articulating that they had never met an ideological group official or authority of any administration service, the truth of the figures couldn't have been far the away from reality. A great many people in Kenya are commonly behind news or essentially, need enthusiasm on the administration's new activities of initiating improvement through the base up approach of connected administration. This is mostly because of disappointment with respect to the legislature in transcending board in building open certainty on the new establishments of development.

2.6 Research Gap

Despite growing focus on gender equality and women's empowerment, there is limited empirical evidence on how women's management skills, leadership, and resource access affect their participation in devolved funded projects, particularly in marginalized areas like Garissa County. Most studies emphasize national policies or general empowerment indicators, often overlooking local factors influencing women's involvement at the county level.

Moreover, little attention has been given to how institutional support and participatory spaces, as highlighted in Kabeer's (2021) empowerment framework, shape women's agency within decentralized governance. While education and financial access are recognized as key enablers, few studies explore how they interact in grassroots project implementation.

This study addresses this gap by combining empirical findings with theory to offer context-specific insights that can inform policies supporting women's participation in local development processes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Set methods was adopted during study are discussed in this chapter. Research design that adopted, sampling procedure and methods, target population, reliability and validity of data collection instruments, analysis techniques and ethical considerations.

3.1 Research Methodology

Investigation mixed-methods research approach, which involved collection, analysis, and integration of both quantitative (e.g., 5-point Likert scale questionnaire) and qualitative (e.g., interviews) data. This methodology is well-suited for studies that use both quantifiable and qualitative data collected simultaneously to achieve the study objectives and answer the research questions (Islam, 2020).

3.2 Research Design

Based on Bertrand, (2018) research design is process logical steps required to link the study questions and variables to data collection, analysis, and presentation in a systematic and appropriate manner. Research gathered information from diverse base of respondent in Garissa County who are in one way or the other involved implementation of devolved funded. A descriptive design according to Osman, (2021) is focused at establishing answers to who, what, what, where and how queries concerning a given phenomenon without manipulating the subject within the environment of study. Using descriptive survey research design was because adopt mixed research methods in an endeavor study.

3.3 Location of the study

Garissa County located N. Eastern Kenya. County was former headquarters of North Eastern province. Garissa has the largest number of people because of Garrissa Town which is the hub of most of the economic activities of the Larger North Eastern Kenya..

3.4 Target Population

To enable a comprehensive and representative data, the study will focus on a population target of 545. This comprised of 300 women in 59 active women groups registered in Garissa County, 78 CDF management committee members in six constituencies, 120 county administrative supervisors in charge of projects and 47 officials from national government dealing with women affairs.

Table 1: Target Population

Category	Population
CDF Management committee	78
Women Groups	300
County administrative supervisors	120
National government	47
TOTAL	545

Source: researcher2025

3.5 Sampling procedure and Techniques

According to Osman (2021), a target sample refers to the specific subset of a population that an investigator seeks to study based on the research objectives. Sampling techniques play a crucial role in this process by offering a range of methods that enable the reduction of data to a manageable size while still ensuring representativeness and reliability of the findings. These techniques are essential for enhancing the efficiency and focus of data collection, especially when dealing with large populations.

3.6 Sample Population

Taro Yamane's (1967) formula was used to determine the sample size. Sample size for research therefore calculated from a population of 545 men and women. From the formulae, a sample size of 230 respondents was established. This is a relatively large sample size and therefore enhanced the representational of the sample, thus potentially increasing the accuracy and validity of research findings (Yamane,1967)

$$n = \frac{N}{1 + N(e)^2}$$

Where: n= Sample size, N= Population size e= Level of Precision.

At 95% level of confidence and P=5

$$n = 545 / 1 + 545(0.05)^2$$

$$n = 230$$

Table 2 Sample size

Category	Population	Sample size
CDF Management committee	78	33
Women Groups	300	125
County government	120	50
National government	47	22
TOTAL	545	230

Source: Researcher (2025)

3.7 Construction of Research Instruments

A structured questionnaire was collected from data that was used in this study. All questions contained in the questionnaire forms were formulated research objectives so that it is possible with respect to purpose. Questionnaire had a set of several items with specific features that were to give respondents free will to respond. As Ngechu (2024) points out that self-administered questionnaire provides the only means of eliciting personal report on individual's opinions, feelings, values as well as beliefs.

3.8 Pilot of Research Instruments

Pilot testing involves undertaking a limited study whereby few respondents take part in a test trial and provide feedback on test mechanics. Pre-testing provides the researcher with the mechanism of identifying errors before the actual data collection exercise is carried out and it usually involve 10% of the sample size which is taken as sufficient. The researcher issued 12 questionnaires to respondents in Wajir County drawn from the target population and spread across the six constituencies which are not in main study.

3.8.1 Testing of Validity

Validity refers to how accurately the data obtained in a study reflects the variables being examined (Kisingu, 2022). According to George (2021), validity refers to how well the evaluation instrument measures the primary outcome of interest. This was ensured through one-on-one consultations with the assigned university supervisor, as content validity cannot be determined statistically.

3.8.2 Reliability of Instruments

Tondon, (2018) describes as degree to which the outcomes of an undertaking remain consistent and truthful representation of the whole population and can be reproduced using the same methodology. Reliability was tested using ten (5) respondents randomly selected from target population and members were involved final used in the study. The reason for this was to avoid biases were they to be involved in questionnaire twice. Data from the piloted instruments was entered into SPSS version 24 to generate the Cronbach reliability test.

3.9 Data Collection Methods and Procedures

In this study, questionnaires were employed as the primary data collection instrument to gather respondents' perspectives on the research objectives. The use of questionnaires is justified due to their ability to capture quantitative and qualitative data in a structured and standardized format, allowing for easy comparison and analysis (Ansari, 2024). This method offers several advantages in the context of the current research.

Firstly, questionnaires provide respondents with the autonomy to express their views freely and confidentially, thereby minimizing the potential influence of the researcher's presence

or biases. This enhances the reliability and authenticity of the responses, ensuring that the data collected reflects the respondents' genuine attitudes, beliefs, and experiences.

Secondly, the standardized nature of questionnaires promotes consistency, enabling the researcher to collect data from a large number of participants across different locations within Garissa County. This is particularly relevant when assessing community-wide issues such as women's participation in the implementation of devolved funded projects.

Moreover, the cost-effectiveness and time efficiency of questionnaires make them ideal for studies involving a wide demographic scope, especially in regions with limited resources. The anonymity provided by the tool also encourages respondents to be honest, particularly when addressing sensitive issues such as gender inequality or access to financial and institutional support.

Therefore, the use of questionnaires not only enhances the credibility and generalizability of the findings but also aligns with the study's goal of obtaining objective, reliable, and representative data from a diverse population.

3.10 Data Analysis Techniques and Procedures

According to William and Hatt (2024), the data analysis process involves several critical stages, beginning with the editing of questionnaires to ensure both completeness and internal consistency. Once data was collected from the field, it underwent thorough verification to identify and correct any errors or omissions before being encoded and entered into the computer system for analysis.

For this study, data entry and analysis were conducted using Statistical Package for the Social Sciences (SPSS) Version 29. This version offers advanced functionalities that

support descriptive analysis, including comparison of variable responses and frequency distribution, as noted by Howell (2018).

Furthermore, the data was systematically classified, and key statistical measures such as means and standard deviations were computed. These measures were instrumental in determining the central tendencies and dispersion within the dataset, thus facilitating a clearer understanding of the patterns and variations in responses across different variables.

3.11 Ethical consideration

Upholding of ethical and moral concerns was observed in the entire research process. All ethical matters concerning the researcher, study processed and respondents were taken seriously. Some of the requirements that the researcher looked for before data collection included the Ethical Clearance certificate from the ethical research committee and letter of introduction from the directorate of graduate studies MKU. The investigator also applied for NACOSTI research permit. During data collection respondents were informed purpose of study and also be made aware that their participation in study is voluntary. Researcher as well sought authorization from the county government of Garissa County early enough before starting the process of collecting data. An instruction letter to respondents to voluntary take part in the study was attached with the questionnaire.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.0 Introduction

Chapter delves into interpretation data, focusing how factors influence women's participation implementation of devolved funded projects in Garissa County. Chapter provides examination presenting detailed analyses of the impact of women's management skills, leadership roles, financial resources, and institutional capacity. Through a systematic analysis of survey responses and qualitative insights, the chapter aims to illuminate key patterns and trends, offering a clear understanding of the factors that significantly affect project participation and implementation outcomes. The presentation of these findings is intended to lay the groundwork for deriving actionable recommendations and conclusions chapters.

4.1.1 Response Rate

overall response rate was 76.1%, specific categories ranging from 74.4% to 81.8% (Table 3). Having been above 70%, the response rate was generally considered sufficient for analysis as it ensures representativeness and reliability of the findings. This is consistent with Clerici (2024) who suggests 70% or higher most research, while Kilonzo, (2018) indicate that a 50% response rate is acceptable, 60% is good, and 70% is very good. Therefore, 76.1% response study is sufficient for data analysis, providing confidence in the results and reducing the risk of non-response affect generalizability of findings regarding women's participation implementation of devolved projects in Garissa County.

Table 3: Response Rate

Category	Response	Non-response	Rate (%)
CDF management committee	26	7	78.8
Women groups	93	32	74.4
County government	38	12	76.0
National government	18	4	81.8
Total	175	55	76.1

Source: Survey Data (2025)

4.1.2 Reliability Analysis

Reliability analysis test used to assess consistency and stability of measurement instrument or scale over time, ensuring items within instrument consistently reflect construct being measured. Cronbach's Alpha is most commonly used measure of reliability, where a value above 0.7 is typically considered acceptable. In given output, all variables have Cronbach's Alpha values ranging from 0.774 to 0.836, indicating good internal consistency for each category women management skills (0.774), women leadership in decision-making (0.782), women's financial resources (0.836), and institutional capacity (0.785). The overall reliability score of 0.902, based on 20 items, reflects excellent reliability, meaning that the instrument used to measure these variables is highly reliable. According to Tiwari (2021), a Cronbach's Alpha value above 0.9 indicates excellent reliability, while values between 0.7 and 0.9 are considered acceptable. Thus, this reliability test confirms that the instrument used in the study is consistent and suitable for further analysis.

Table 4: Reliability Analysis

Variable	Cronbach Alpha	Items	Decision
Women management skills	0.774	5	Reliable
Women leadership in decision making	0.782	5	Reliable
Women's financial resources	0.836	5	Reliable
Institutional capacity	0.785	5	Reliable
Overall	0.902	20	Reliable

Source: Survey Data (2024)

4.1.3 Validity Analysis

Validity was assessed to ensure that instrument adequately captured all key aspects of variables under investigation of women's management skills, leadership in decision-making, financial resources, and institutional capacity. Content validity was established through expert advice from the thesis supervisor, who reviewed the instrument to confirm that it covered the relevant domains comprehensively. This expert evaluation that instrument aligns with objectives accurately reflects construct being studied. According to Yusoff (2019), content validity is strengthened when experts assess the relevance and clarity of items in the instrument. Hence, the use of expert advice enhances the credibility and accuracy of the study's measurement tool.

4.2 Research Presentation and Interpretation

Detailed analysis focusing on both respondent demographic profiles and the key variables under investigation. Descriptive analysis was conducted using statistical tools frequencies. These descriptive offers a clear picture of respondents' characteristics, gender, and as well as insights into the variables studied, including women's management skills, leadership in decision-making, financial resources, and institutional capacity. Employed summarize the

central tendencies and dispersion of continuous variables, providing a comprehensive overview of the data. This approach facilitates an accurate understanding of the trends, distributions, and general patterns present in the study's dataset.

4.2.1 Respondent Profiles

Majority of respondents were female, with 74.3% compared to 25.7% male. This aligns well with main objective of the study, which is participation influences implementation devolved funded projects Garissa County. The significant representation of women among the respondents is critical robust their role influence in project implementation. According to existing empirical literature, women's participation in development projects, particularly in devolved systems, has been shown to improve project success rates and sustainability by enhancing transparency, accountability, and community engagement (Turner, 2021). Studies also highlight that women often bring unique perspectives and leadership styles that can improve decision-making processes and resource allocation, particularly in marginalized areas like Garissa (Muteshi, 2018). The high female representation in this study is therefore essential for drawing valid conclusions on how their participation impacts the success of devolved projects in the county.

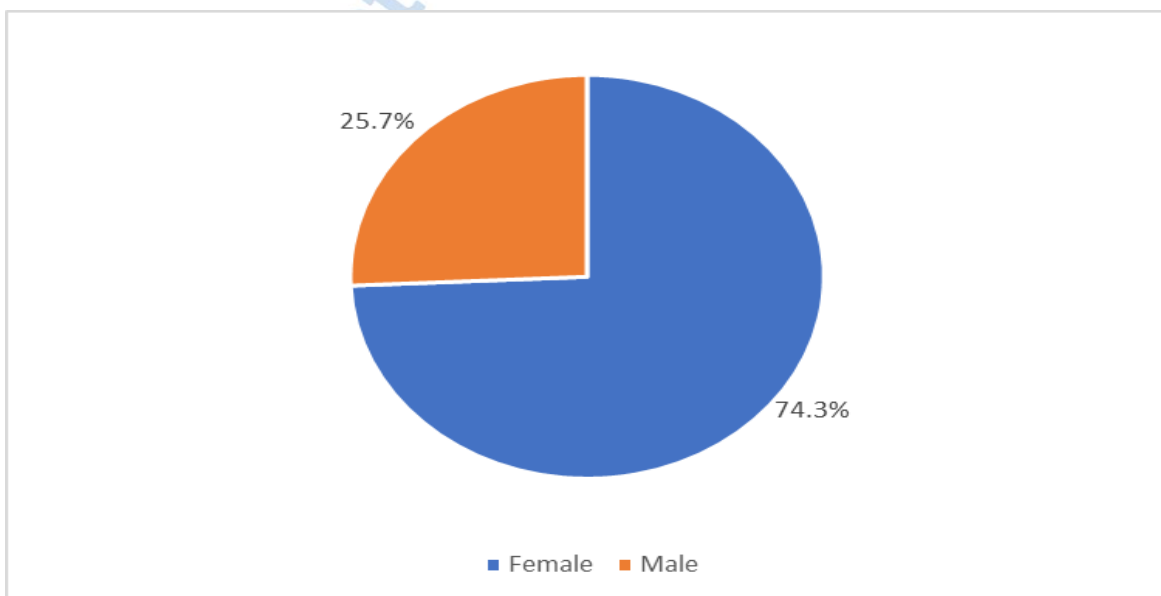


Figure 2: Respondent Gender Distribution

Source: Survey Data (2025)

age distribution of respondents (Figure 3) shows that largest group falls within 36–45 years category, representing 46.3%. Participants are mid-career phase, an age group often associated with extensive work experience and active participation in community development activities. The 25–35 years age category comprises 28.6%, reflecting a younger, yet still substantial, portion of the population engaged in the devolved projects. The 46–55 years group accounts for 18.9%, indicating continued participation of individuals approaching seniority in project implementation. Only 6.3% are below 25 years, implying that younger adults have a relatively minor role in these projects.

This age distribution is relevant to the study's objective of examining how women's participation influences the implementation of devolved projects. Middle-aged participants, particularly those in the 36–45 years group, are likely to hold significant leadership or managerial positions in such projects, as they often possess the experience and resources necessary for effective involvement. Existing literature suggests that middle-aged women are more likely to engage in local governance and project implementation due to their established roles in both their families and communities (Lombardo & Meier, 2016). This distribution reinforces enhance women's influence in the successful implementation of devolved projects.

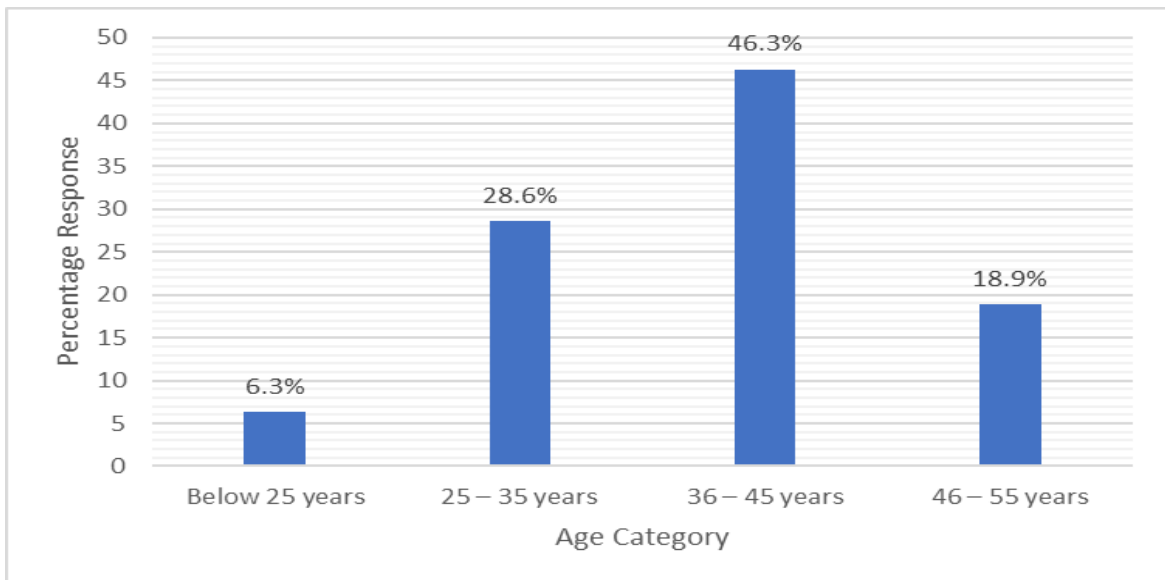


Figure 3: Age Distribution

Source: Survey Data (2025)

The educational hold a diploma qualification, making up 52.6% of the total sample, followed by 24.0% with secondary-level education. Respondents with undergraduate degrees constitute 14.3%, while those with postgraduate qualifications represent 9.1%. This distribution suggests that most participants moderate formal, primarily diploma, which indicates a workforce that is technically trained and likely to be involved in hands-on aspects of project management and implementation.

In relation to the study’s objective of assessing how women’s participation influences the implementation of devolved projects in Garissa County, the educational background plays a critical role. Literature suggests that higher educational attainment often correlates with greater involvement in decision-making and leadership roles in development projects (Kabeer, 2021). The dominance of diploma holders highlights technical vocational training project rural and semi-urban areas like Garissa. Moreover, the presence of a small but notable percentage of highly educated individuals (undergraduate and postgraduate levels) suggests that while many participants are involved at an operational level, there is a subset

engaged in more strategic, leadership, or administrative roles. Studies have shown that higher educational levels enhance the ability to manage complex projects, contribute to policy discussions, and ensure the sustainability of development initiatives (Tkachenko, 2022).

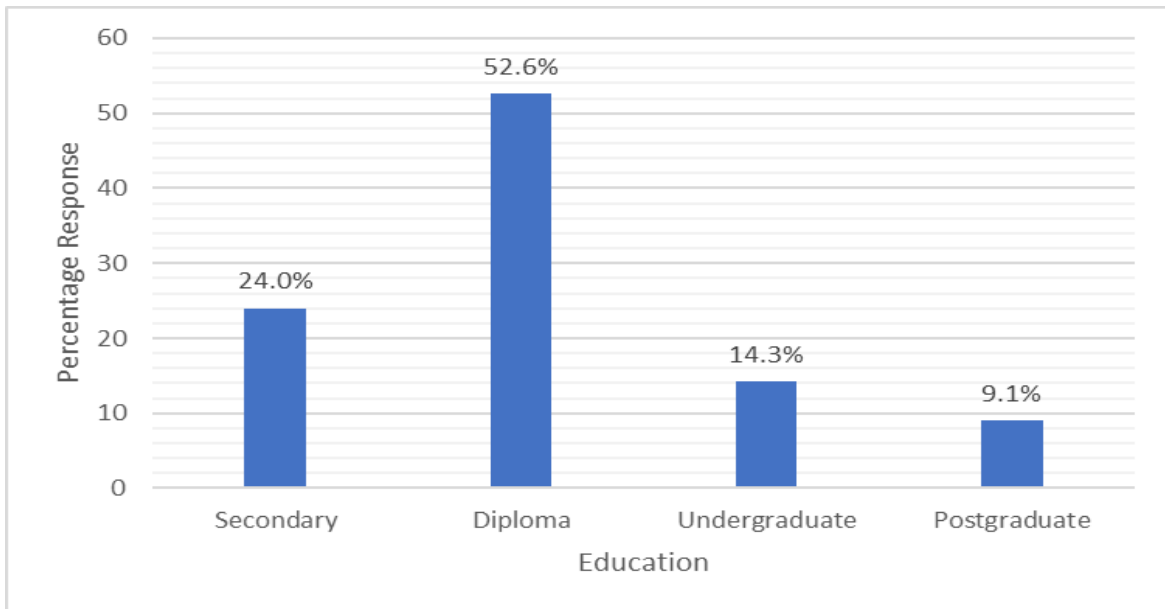


Figure 4: Highest Education Level

Source: Survey Data (2025)

56.6%, are project beneficiaries, followed by 25.7% who are stakeholders, and 17.7% who are project staff. This distribution reflects a respondent base that is predominantly made up of individuals directly impacted by the devolved projects in Garissa County. Project beneficiaries' crucial insights outcomes effectiveness projects, as they are the end users of the resources and services provided. Their high representation is valuable for assessing how women's participation influences the success of project implementation from a beneficiary perspective.

The presence of 25.7% stakeholders, which could include community leaders, local government representatives, and other influential figures, also highlights the importance of involving diverse groups in project discussions and evaluations. Stakeholders typically contribute to oversight; sustainability ensures that projects align with broader community

and developmental goals. The 17.7% representation of project staff, while smaller, is significant as directly management projects. According to empirical studies, having a diverse respondent base that includes both beneficiaries and staff allows for a more comprehensive evaluation of how women's participation impacts various aspects of project implementation, including resource allocation, decision-making, and project outcomes (O'Leary, 2020).

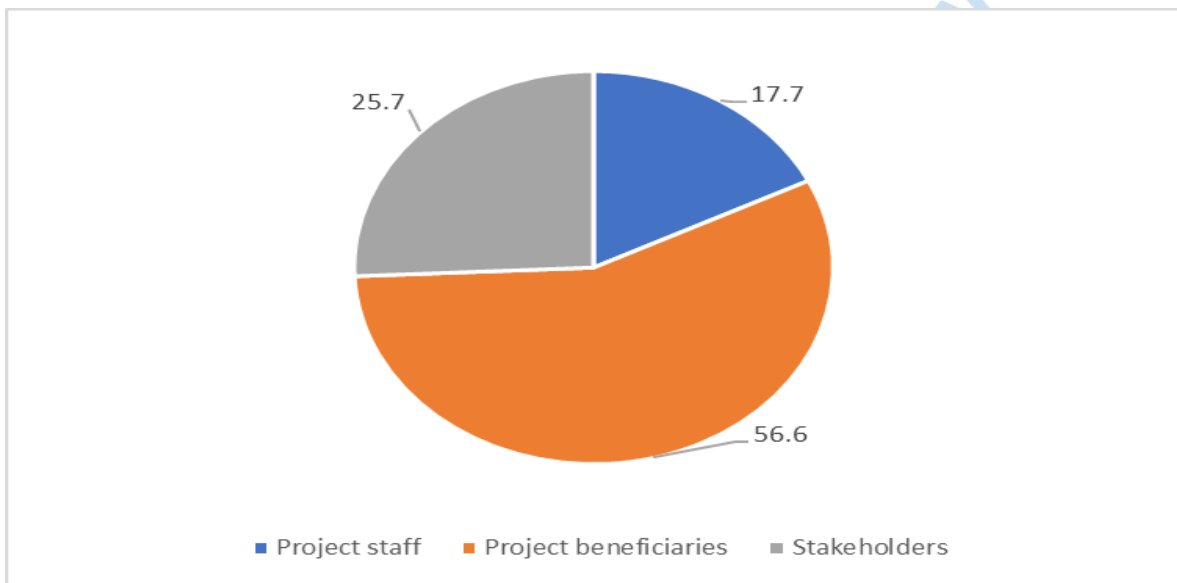


Figure 5: Respondent Category

Source: Survey Data (2025)

As per Figure 6, the duration of involvement among stakeholders in the devolved fund projects reveals a diverse range of experience levels. Specifically, 44.4% of stakeholders have been involved for 5 to 7 years, indicating a substantial period of engagement and likely deep familiarity with the projects' operations and impacts. This experience is critical as it suggests that these stakeholders have witnessed the evolution of the projects and can provide valuable insights into long-term outcomes and sustainability.

A significant portion, 31.1%, has been involved for over 7 years, representing those who have seen the projects through multiple phases of development and may have substantial influence on project governance and strategic direction. Their extended involvement could

enhance their understanding of complex issues and provide a robust perspective on the long-term effects. Conversely, 17.8% stakeholders involved for 2 to 4 years, indicating a moderate level of experience that is useful for assessing recent changes and ongoing challenges. The smallest group, 6.7%, has been involved for 0 to 2 years, suggesting that these stakeholders are relatively new to the projects and might offer fresh perspectives or highlight emerging issues.

This distribution of stakeholder experience is relevant for evaluating implementation. Experienced stakeholders (5 to 7 years and over 7 years) are likely to offer more nuanced views on the effectiveness and influence of women's involvement over time, whereas newer stakeholders may highlight current challenges and opportunities. Existing literature points to the importance of long-term engagement in understanding the comprehensive impacts of development projects, including the role of women in driving successful outcomes and adaptations (Agyemang & Boachie, 2021).

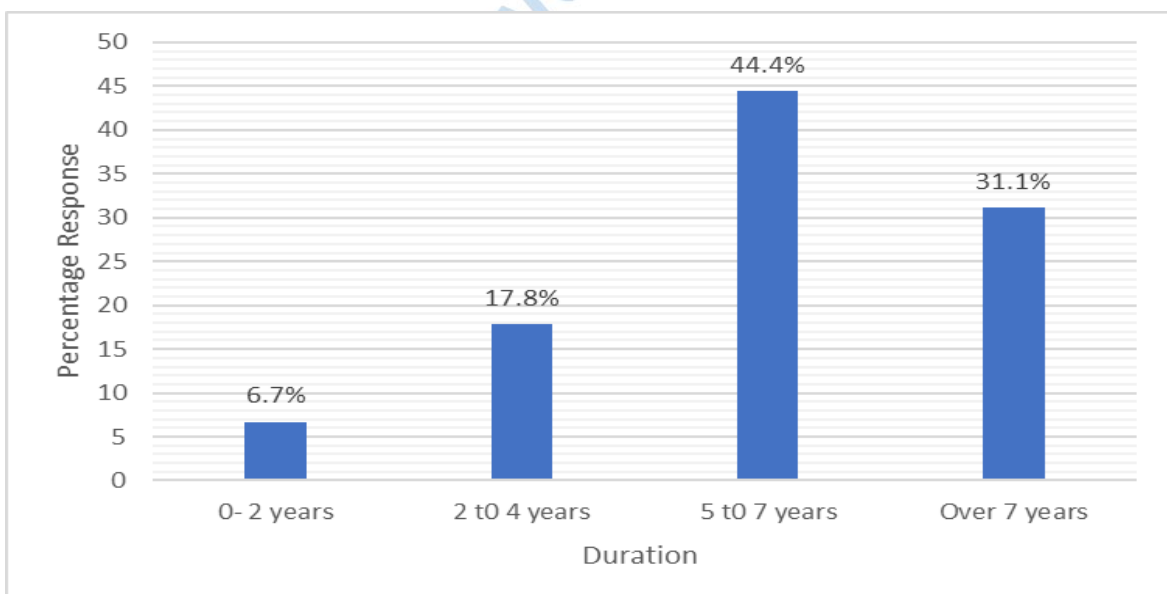


Figure 6: Duration of Involvement

Source: Survey Data (2025)

4.2.2 Women Management Skills and Participation

Evaluate extent women management skills influence participation implementation devolved funded projects in Garissa County.

Table 5: Women Management Skills and Participation

	Mean	Std. Dev
Staff skills and specialization influence monitoring and evaluation on construction projects	4.3371	.61171
Women’s capacity influence participation in the implementation of devolved funded projects	4.3086	.64030
Women’s motivation influence participation in the implementation of devolved funded projects	3.8914	.81275
Women’s working environment influence participation in the implementation of devolved funded projects	4.2857	.79407
Women’s education is important for poverty reduction not only because of the income it generates but also because it helps break the vicious cycle of poverty	4.3029	.91898
Overall	4.2251	0.75556

Source: Survey Data (2025)

Table 5 demonstrates women’s management skills significantly influence their participation implementation devolved funded projects in Garissa County. With mean scores ranging from 3.89 to 4.34, respondents generally perceive women’s skills, capacity, motivation, working environment, and education as crucial factors impacting their project participation. Specifically, the highest mean score was for the influence of staff skills and specialization on monitoring and evaluation (4.34), indicating a strong recognition of the importance of well-developed management skills in effective project execution.

Kabeer's (2021) Framework of Women Empowerment offers a comprehensive lens to understand the challenges and opportunities surrounding this issue. The framework breaks empowerment down into three interrelated dimensions: resources, agency, and achievements, which are particularly applicable in the context of devolved development.

Education is widely recognized as a cornerstone of national development and a fundamental human right for all citizens. When access to education is ensured grounded in gender equality it initiates a ripple effect that not only empowers individuals but also shapes the socioeconomic landscape for future generations. As a Ghanaian educator once remarked, "The surest way to keep people oppressed is to educate the men and exclude the women." This aligns with Waruhiu's (2019) assertion that educating a girl is equivalent to educating an entire nation.

A substantial body of evidence supports the claim that women's education positively impacts society at personal, familial, community, and national levels. Universal access to education, as envisioned in the Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education), is fundamental for sustainable progress. Dentoni (2020) emphasizes that developing countries cannot afford to marginalize half their populations—women—and expect sustainable growth. Thus, the education of women is not only a moral imperative but also a strategic investment in national development.

According to Makola (2020), one of the most commonly cited barriers to women's participation in governance and leadership is their relatively lower levels of education and literacy. This gap significantly hampers women's management and decision-making capabilities in development initiatives. Therefore, bridging the education gap can enhance women's competencies in project management, leadership, and policy engagement—critical areas for inclusive development.

Education equips women with the skills to break the cycle of poverty, whether through formal employment or entrepreneurship. Strelesky (2024) notes that educated women are more likely to access gainful employment and reinvest in their families, particularly in healthcare and education. Addae (2024) further argues that each additional year of formal education for a woman substantially increases the educational prospects of her children, thus creating a long-term multiplier effect.

Moreover, women's education plays a pivotal role in promoting gender equality and safeguarding women from harmful cultural practices. Kaminski (2020) asserts that educated women are more likely to participate in household decision-making and are less vulnerable to domestic violence. El-Gabaly (2016) supports this view, highlighting that women with secondary education are four times more likely to oppose female genital mutilation (FGM).

Training and education also promote social mobility, reduce income inequality, and prepare the workforce for the demands of modern economies (Podolny, 2018). International bodies such as UNESCO and development stakeholders have increasingly recognized the transformative role that women's education plays in building resilient societies (Sadler & Magnan, 2022).

In conclusion, educating women is not only a path toward achieving gender equity but also a strategic lever for poverty reduction, improved governance, and national prosperity. In the context of Kenya's Vision 2030, advancing women's education should remain a central focus in efforts to realize inclusive and sustainable development.

4.2.3 Women Leadership in Decision Making and Participation

Assess extent to which women leadership decision making influence participation implementation of devolved funded Garissa County Table 6 presents results.

Table 6: Women Leadership in Decision Making and Participation

	Mean	Std. Dev
The committees overseeing development projects should provide strong leadership, adequate resources, and ensure staff competence	4.3429	.68409
Women have a significant presence in the field of project management, and their roles are highly valued	4.5886	.75953
Political participation influence participation in the implementation of devolved funded projects in Garissa County	3.8457	.89966
Chairladies roles influence participation in the implementation of devolved funded projects in Garissa County	4.3886	.75649
Structure level influence participation in the implementation of devolved funded projects in Garissa County	4.3086	.79992
Overall	4.29488	0.779938

Source: Survey Data (2025)

Results from Table 4 strong belief in significant role of leadership implementation devolved funded Garissa County. Respondents rated influence various factors, with highest mean score of 4.5886 reflecting high level of agreement on positive impact women’s roles in project management. This is followed by the perceived importance of leadership and resource provision (mean = 4.3429) and the influence of chairladies (mean = 4.3886). Political participation also received moderate support (mean = 3.8457), while

structural level influence was rated high (mean = 4.3086). The overall mean score of 4.29488 reinforces the significant impact of women's leadership on project participation and implementation.

Respective opinions, how women leadership influence participation implementation devolved in Garissa. To end, respondents indicate that women are a pivotal role in influencing participation implementation devolved funded projects. Strong female leaders inspire and motivate other women to get involved. Their leadership fosters a supportive environment where women feel valued and encouraged to contribute actively to project activities, leading to increased overall participation. Others observed that effective women leaders bring vision and direction to devolved projects, which is crucial for successful implementation. When women hold leadership positions, they can shape project goals, mobilize resources, and drive the participation of other community members. Their leadership helps in overcoming barriers and ensuring that projects are carried out effectively.

The responses point significant leadership devolved funded projects. Key themes that emerge from the responses include inspiration, vision, direction, and support. Women leaders are viewed as motivators who inspire other women to engage more actively in project activities. Their leadership qualities, such as strategic decision-making, effective communication, and problem-solving, are seen as crucial in mobilizing resources and guiding project implementation.

The analysis also reveals that women leaders create an environment that fosters greater participation by providing clear goals and a supportive atmosphere. Their presence in leadership roles not only enhances team cohesion and project direction but also encourages a sense of ownership and responsibility among participants. This supportive leadership

dynamic is crucial for overcoming challenges and ensuring the successful execution of projects. Overall, the responses highlight that effective women leadership is instrumental in increasing engagement and achieving positive outcomes in devolved funded projects.

Empirical which critical role women in project management and community development. Gikunda (2020) and Milton (2023) highlight that women's active participation and leadership are essential for the successful implementation of development projects. Michael (2018) and Lee (2019) also stress the importance of comprehensive leadership and resource allocation, supporting the high mean scores related to leadership and structural influence. The findings corroborate the trends noted by O'Brien Patrick (2022) and Wilkinson (2020), which recognize the increasing integration of women into project management roles. However, the moderate score for political participation suggests that there is room for improvement in engaging women at all political levels to enhance project outcomes, a point also reflected in Kim Hinton's observations on societal respect and involvement.

Gikunda, (2020) Women are nucleus of family and, extension, community; therefore, success depend largely their involvement. Milton, (2023) stating that when women involved in development activities focused on environmental sustainability. Success of these initiatives is closely linked to contribute to various achieve key goals. Therefore, policymakers give serious consideration to women's participation in development agenda.

Lee (2019) effective leadership allocates resources; ensure without solely relying on the approval of external entities. In his book 'The Rise of Women in Project Management', this is corroborated by Wilkinson, (2020) notes past significant observed, individuals drawn. Trend primarily due to the emergence of new disciplines within project management that are considered more female-friendly.

According to Kim Hinton, focus has changed over the last five years. He says that women used to face the problem of breaking in to community development and project management. Onyena, (2020) in his article entitled ‘Do men and women perform the role of city manager differently?’ gives the answer, ‘No’. He continues to argue that anyone whether male or female will continue to perform in such a role using both the professional and personality traits that they have.



Kabeer's (2021) Framework of Women Empowerment offers a comprehensive lens to understand the challenges and opportunities surrounding this issue. The framework breaks empowerment down into three interrelated dimensions: resources, agency, and achievements, which are particularly applicable in the context of devolved development.

Resources: Access and Control

In Kabeer's terms, resources encompass not only material goods (like finances and assets) but also intangible assets such as knowledge, education, and social capital. Within Garissa County, access to devolved funds and relevant technical knowledge are key enablers of women's participation. However, many women lack access to financial capital, training opportunities, or even basic awareness about these projects hindrances rooted in structural inequalities, cultural norms, and low literacy levels.

The implementation bodies, including county government departments and development committees, are critical in distributing resources. When these institutions fail to create equitable platforms or deliver transparent, gender-sensitive funding mechanisms, women remain disadvantaged. Therefore, for women's empowerment to occur in line with Kabeer's model, resources must be distributed in a way that redresses historical imbalances and social exclusion.

Agency: Voice, Participation, and Decision-Making

Agency, or the ability to make purposeful choices, is central to empowerment. In the Garissa context, women's agency is often constrained by patriarchal traditions, limited representation in decision-making organs, and low levels of political participation. While devolution was intended to decentralize power and increase community involvement, women's voices are frequently underrepresented in County Development Committees and other governance bodies.

Moreover, agency includes bargaining power, negotiation, and leadership skills that many women have not had opportunities to develop due to gendered social roles and unequal access to education. The success of devolved project implementation depends largely on women having both the platform and the confidence to contribute ideas, advocate for their interests, and participate in monitoring and evaluation processes.

Achievements: Outcomes of Empowerment

The ultimate goal of empowerment, according to Kabeer, lies in achievements—measurable changes in women's lives such as improved livelihoods, enhanced household welfare, greater political representation, or increased self-efficacy.

In Garissa, where devolved projects can range from water infrastructure to education and health services, women's participation often translates into more responsive service delivery, better-targeted development, and even poverty reduction at household level. However, low participation leads to projects that do not reflect the needs or priorities of women, reducing their effectiveness and sustainability.

4.2.4 Women’s Financial Resources and Participation

Study further sought to examine extent to which women’s financial resources influence participation on the devolved..

Table 7: Women’s Financial Resources and Participation

	Mean	Std. Dev
M&E budgetary allocation influence participation in the implementation of devolved funded projects in Garissa County	4.3714	.79819
Do the reward and remuneration of M&E office influence participation in the implementation of devolved funded projects in Garissa County	4.5029	.78692
Women’s borrowing trend influence participation in the implementation of devolved funded projects in Garissa County	3.5714	1.01386
Women’s proposal development skill influence participation in the implementation of devolved funded projects in Garissa County	4.1371	.97882
Women’s debt management skills influence participation in the implementation of devolved funded projects in Garissa County	3.1086	1.73360
Overall	3.93828	1.062278

Source: Survey Data (2025)

The results from Table 7 reveal varying influences of women’s financial resources on their devolved funded Garissa County. Highest mean scores are associated with influence of monitoring and evaluation (M&E) budgetary allocation (mean = 4.3714) and the reward and remuneration of M&E office personnel (mean = 4.5029), indicating that financial aspects related to project oversight and incentives significantly impact participation. In contrast, women’s borrowing trends and proposal development skills also positively

influence participation, with means of 3.5714 and 4.1371 respectively. However, women's debt management skills received a lower mean score of 3.1086, suggesting less impact. 3.93828 reflect moderate influence financial resources on participation.

How respective opinions, women's financial resources influence participation in the implementation of devolved funded projects in Garissa County. Respondents indicated that women's financial resources significantly influence their participation in devolved funded projects. When women have access to financial resources, they can contribute more effectively to project activities, cover their own expenses, and invest in the necessary materials and resources. This financial capability enables them to be more actively involved and committed to the success of the projects. Similarly, it was revealed that the availability of financial resources for women greatly impacts their level of participation in project implementation. Women who have financial stability can invest in project-related expenses and make meaningful contributions. It also allows them to engage more fully without being burdened by financial constraints, leading to more effective participation and project outcomes."

The responses reveal that women's financial resources are a key factor influencing their participation implementation of devolved. Analysis identifies several recurring themes, including financial stability, investment capability, and reduced financial constraints. Financial resources enable women to contribute more effectively by covering project-related expenses, investing in materials, and managing funds. The responses also highlight that financial empowerment allows women to engage more fully in projects without the stress of financial limitations. It provides them with the means to handle associated costs and take on more active roles within the projects. This financial capability not only enhances their participation but also contributes to more effective and successful project

implementation. Overall, the content analysis points to the importance of financial resources in facilitating and increasing women's involvement in devolved funded projects.

Consistent empirical financial resources and their impact on development participation. Ndambuki (2021) highlights the importance of resource mobilization within self-help groups, showing that women often rely on internal group contributions rather than government resources, aligning with the lower emphasis on government financial support observed in this study. Gutwa et al. (2024) and Hussaini, M. (2023) underscore challenges faced by women in accessing financial resources, decision-making, echoing study's results that financial management skills and access to funds are crucial for effective participation. Furthermore, studies by Smith, (2019). and Das (2018) emphasize the positive effects of economic empowerment through self-help groups, reflecting the significant influence of M&E budget allocations and remuneration on women's involvement in projects. The literature also supports the notion that disparities in resource distribution, as discussed by Ndambuki (2021) and Zoogah, (2020) contribute to the uneven participation and empowerment of women in less developed areas like Garissa County.

Opondoh, (2023) explains that despite the fundamental social responsibilities that women in rural areas carry, full knowledge, well as services to participate in decision making. Such inequalities have been identified as the main cause that affects the women's abilities to carry out very important roles in their society leading to poverty. Consequently in Kenya majority of local initiatives are under the armpit of women groups. Even though women's groups provides a means of solving local problems, the support they get from government in addition to other development stakeholders is still wanting, hence their inability provide solutions to rural problems. As the paper by Hussaini, M. (2023 when self-help group members empowered economically through provision constant income their earnings improves significantly since the source of income is employment which

contributes to the members welfare and helping to access credit facilities. According the data from India Bengal district, women who were in self-help groups were more empowered than their counterparts who are not members of any self-help group Garai,Mazumder & Maiti (2023). Similar findings were also discovered in an empirical study carried out by Konduri, (2024). in Assam state in north eastern India whereby the study findings concurs with Garai,Mazumder & Maiti that those self-help groups that received economic backing or resources led to improvement of economic conditions of their members. The reflection of these improvements was manifested through the increase in income, assets value, savings, quantity of borrowing and the improvement in provision of consumption services.



Mount Kenya University

Aberi, G. E. (2025) argues that there non-governmental organizations in almost every county. Unfortunate scenarios since those parts that don't have good infrastructure are in most cases marginalized and needy people reside. Echoes Zoogah, (2020) sentiments that Kenya has experienced unfair distribution and allocation of resources. This seems to validate Posner (2004) model that explains that in difficult time's civil societies go through difficult times while trying to survive. However, NGOs faces challenging to operate are very few. Therefore incentives could be provided by the government as an encouragement to nongovernmental organizations to shift their operations from well-established zones to remote areas.

Kabeer's (2021) Framework of Women Empowerment offers a comprehensive lens to understand the challenges and opportunities surrounding this issue. The framework breaks empowerment down into three interrelated dimensions: resources, agency, and achievements, which are particularly applicable in the context of devolved development.

Resources: Access and Control

In Kabeer's terms, resources encompass not only material goods (like finances and assets) but also intangible assets such as knowledge, education, and social capital. Within Garissa County, access to devolved funds and relevant technical knowledge are key enablers of women's participation. However, many women lack access to financial capital, training opportunities, or even basic awareness about these projects hindrances rooted in structural inequalities, cultural norms, and low literacy levels.

The implementation bodies, including county government departments and development committees, are critical in distributing resources. When these institutions fail to create equitable platforms or deliver transparent, gender-sensitive funding mechanisms, women remain disadvantaged. Therefore, for women's empowerment to occur in line with Kabeer's model, resources must be distributed in a way that redresses historical imbalances and social exclusion.

Agency: Voice, Participation, and Decision-Making

Agency, or the ability to make purposeful choices, is central to empowerment. In the Garissa context, women's agency is often constrained by patriarchal traditions, limited representation in decision-making organs, and low levels of political participation. While devolution was intended to decentralize power and increase community involvement, women's voices are frequently underrepresented in County Development Committees and other governance bodies.

Moreover, agency includes bargaining power, negotiation, and leadership skills that many women have not had opportunities to develop due to gendered social roles and unequal access to education. The success of devolved project implementation depends largely on women having both the platform and the confidence to contribute ideas, advocate for their interests, and participate in monitoring and evaluation processes.

Achievements: Outcomes of Empowerment

The ultimate goal of empowerment, according to Kabeer, lies in achievements—measurable changes in women's lives such as improved livelihoods, enhanced household welfare, greater political representation, or increased self-efficacy.

In Garissa, where devolved projects can range from water infrastructure to education and health services, women’s participation often translates into more responsive service delivery, better-targeted development, and even poverty reduction at household level. However, low participation leads to projects that do not reflect the needs or priorities of women, reducing their effectiveness and sustainability.

4.2.5 Institutional Capacity and Women Participation

The study finally sought to find out how institutional capacity influence women participation implementation devolved funded Garissa County. Table 8 presents results.

Table 8: Institutional Capacity and Women Participation

	Mean	Std. De
Staffing capacity influences women’s participation in the implementation of devolved and funded projects in Garissa County	4.5314	.77895
Technology adoption influences women’s participation in the implementation of devolved and funded projects in Garissa County	4.2343	.92660
Successful program implementation requires effective human capacity management. Human resources must be empowered to drive the initiative to success	4.0629	.95384
Capacity serves as the administrative foundation of an institution, which is essential for establishing and sustaining initiatives aimed at realizing its vision	3.6743	1.16074
Logistica1 support influence women participati0n in the implementation of devo1ved funded projects in Garissa County	4.1600	.59461

Overall	4.13258	0.882948
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The analysis of institutional capacity's impact on women's participation in devolved funded projects in Garissa County, as presented in Table 8, indicates significant positive influences across various dimensions. The mean scores suggest that staffing capacity (mean = 4.5314) and technology adoption (mean = 4.2343) have substantial effects on women's involvement, reflecting the importance of adequate human resources and technological support in enhancing participation. Successful program implementation, which requires effective human capacity management (mean = 4.0629), also shows a positive impact, as does logistical support (mean = 4.1600). However, the mean score for (mean = 3.6743) lower, suggesting a moderate influence. The overall mean score of 4.13258 highlights the general positive effect of institutional capacity on women's participation.

How respective opinions, women's financial resources influence participation in the implementation of devolved funded projects in Garissa County. It was established that institutional capacity greatly influences women's participation in the implementation of devolved funded projects. When institutions have robust systems, adequate staffing, and efficient processes, they can support and facilitate women's involvement more effectively. Strong institutional capacity ensures that women have the resources, training, and support they need to participate meaningfully in projects. Others noted capacity institutions how women participate in funded projects. Institutions with high capacity are better equipped to provide necessary support and resources, which help women engage more actively. This includes having well-established procedures, technological tools, and human resources that can assist women in their roles within the projects.

The responses consistently highlight that institutional capacity is a critical factor influencing women's participation in devolved funded projects. Key themes include the importance of strong institutional frameworks, adequate resources, and effective support systems. The analysis reveals that institutions with high capacity can better facilitate women's involvement by providing necessary training, logistical support, and technological tools. Responses also emphasize that robust institutional capacity creates a supportive environment where women can engage more fully in projects. Institutions with well-established systems and resources enable women to overcome barriers and participate more actively. The findings suggest that improving institutional capacity can enhance women's participation by addressing logistical challenges and providing essential support, thus contributing to the overall success of the projects.

These findings resonate with the literature on institutional capacity and its role in empowering women. Brounen, Koedijk, and Pownall (2015) emphasize the significance of institutional structures and roles in facilitating program success, aligning with the study's results that staffing and technological capacity are crucial for women's involvement. Hodgson (2019) and Kaminski (2020) further support this by highlighting the importance of established rules and effective capacity management in achieving program goals. The OECD (2018) points to the need for a supportive institutional environment, reflecting the positive influences observed in staffing and technology adoption. Additionally, Kirwa (2019) discusses how gender institutions shape business performance, aligning with institutional capacity women's participation. Although specific literature on women enterprise programs is sparse, these studies collectively suggest that effective institutional capacity, including human resources and logistical support, is essential for successful program implementation.

Brounen Koedijk, Kees & Pownall, Rachel (2015) states that an institution or a system of organizations' comprise of consists of individuals occupying structures.

Miller stipulates that roles of institutions are defined by tasks they perform and rules that govern execution of those tasks.

Hodgson (2019) therefore, it crucial to continuously evaluate an institution's ability to fulfill assessing..

Kaminski, (2020) explains that Institutions are the regulations as well as norms that influence individuals behavior and relationships in political and socioeconomic life. There are four distinct official laws that have played a very important role. First to start is expansion of civil and political rights which has created possibilities to equally social as well as economic life. The Second is that numerous nations are increasingly doing away with laws that specifically discriminate against women. The third is the democratization process which has provided women with more opportunities to hold political offices including poor women from nations that elect the local government officials. The fourth and the last are the progressive measures that have been adopted in the electoral processes for instance party quotas which have been very crucial in reducing the gap in representation in most of the countries around the world especially in legislative assemblies. Practically however, a mix of diverse guidelines and motivations that formulates the political opportunities for various women. For instance, how quotas fit in with other attributes of the political system for example dissimilar forms of electoral systems, arrangements between parties and differences in parliamentary and presidential systems which dictate who among women can climb up the political positions and where loyalties are likely to be.

Kaminski, (2020) the range of resources all of whom need to be effectively planned for. This, in turn, can assist identifying critical required.

Kaminski, (2020) define crucial creating sustaining initiatives aimed at realizing the institution's vision. OECD (2018) institutional capacity signifies a wider supportive environment that is part of the organizational foundation that individual interact with.

kirwa (2019) play a key role in understanding gender differences in entrepreneurship.

Winkler (2021) research organizations broadly rely its workforce to provide service directly to their clientele.

4.2.6 Summary of Mean Score

Management skills, women leadership in decision making and women financial resources were found to have an average score in their influence on implementation of devolved funded projects. These three predictors of devolved funded projects were also found to have an average score in their effect on devolved funded projects. This findings of the research indicate that the women management skills had the mean of average 4.184, followed by the women leadership in decision making with 4.026 and women financial resources at 3.896. This indicates three women participation effects on the implementation of devolved funded projects. Table 9 presents the findings in their entirety.

Table 9 Mean Scores

Statement	Mean Scores	Standard Deviation
Women management skills	4.184	0.9216
Women leadership in decision making	4.026	1.0516
Women financial resources	3.896	1.1014

Source: Researcher (2025)

4.3 Inferential Statistical

Study employed both correlation and regression analysis to determine whether relationship existed between independent and dependent variables

4.3.1 Correlation Analysis

Correlation was conducted between the three variables under the study under women participation. Pearson correlation at 0.05 coefficients level was used to ascertain whether there was relationship which existed between main variables. Project in Garisa county, Kenya had their women management skills, women leadership and women financial resources analyzed using Pearson women participation correlation analysis for this part.

Table 10 correlation Analysis Results

		Correlations					
		ms1	ms2	WL1	WL2	WF1	WF2
ms1	Pearson Correlation	--					
	N	174					
ms2	Pearson Correlation	.742	--				
	Sig. (2-tailed)	<.001					
	N	174	175				
WL1	Pearson Correlation	.076	.001	--			
	Sig. (2-tailed)	.318	.987				
	N	174	175	175			
WL2	Pearson Correlation	.076	.036	.627	--		
	Sig. (2-tailed)	.317	.638	<.001			
	N	174	175	175	175		
WF1	Pearson Correlation	.073	.143	.192	.215	--	
	Sig. (2-tailed)	.340	.060	.011	.004		

N		174	175	175	175	175	
WF2	Pearson Correlation	.114	.199	.045	.132	.635	--
	Sig. (2-tailed)	.135	.008	.555	.082	<.001	
N		174	175	175	175	175	175

Source: Researcher (2025)

Pearson correlation (r) measures the strength and direction of the linear relationship between two variables are linked to one another, can have any value between -1 and 1. if the value is 0. there is no connection between the two variables since there is no correlation. Table 10 shows that there is a positive and statically significant correlation (r = 0.742, p< 0.05) between women management skills and devolved funded project in Garisa county. According to findings, there is a correlation that both positive and statically significant between women leadership and their success in Garisa county (r =0.627, p< 0.05). last findings , there is a correlation that both positive and statically significant between women financial resources and their success in Garisa County (r= 0.635, p<0.05. if the number is very close to either of these extremes, it suggests that relationship between the two is linear and that the two are highly connected. This means that a shift in one variable causes a ripple effects several others.

4.3.2 Regression Analysis Results


The purpose of the research was to identify the nature of the link that exists between the implementation of devolved funded project in Garisa County and independent variables that were employed as predictors of that implementation (women management skills, women leadership and women financial resource). the following are some of the properties of the kenya model of multiple linear regression: the following was the structure of the multiple regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where Y = Devolved funded project

X1 = women management skills, X2 = women leadership X3 = Women financial resource

Table 11 Model Summary



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.375 ^a	.141	.059	1.112	.141	1.725	15	158	.051

a. Predictors: (Constant), women management, women leadership and women financial

b. Dependent Variable: IC1

Source: Researcher (2025)

R² is a statistic that indicates how much of the variation in the independent variable can be explained for by changes in the other variable that is being studied (the dependent variable). because the models independent variables have a R Square value .141, we know that they are responsible for 14.1% of the variability in the dependent variable . according to the value of R square that was obtained , which was .141, extraneous factors are responsible for 85.9% of the variance in the devolved funded project in Garisa county.

Table 12: ANOVA Combined effect

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.015	15	2.134	1.725	.051 ^b
	Residual	195.504	158	1.237		
	Total	227.519	173			

a. Dependent Variable: IC1

b. Predictors: (Constant), women management skills, women leadership and women financial resource

Source : Researcher (2025)

The provided ANOVA (Analysis of Variance) table assesses the overall significance of a regression model with women's management skills, women's leadership, and women's financial resources as predictors of the dependent variable (IC1). Regression Sum of Squares (SS): 32.015. This represents the variation in the dependent variable explained by the predictors. Residual Sum of Squares (SS): 195.504. This represents the unexplained variation in the dependent variable. Total Sum of Squares (SS): 227.519. This is the total variation in the dependent variable. Degrees of Freedom (df): Regression: 15 (number of predictors + 1), Residual: 158 (total sample size minus number of predictors - 1), Total: 173 (total observations - 1). Mean Square: Regression Mean Square = $32.015 / 15 = 2.134$,

Residual Mean Square = $195.504 / 158 = 1.237$. F-statistic: 1.725 This measures the ratio of explained variance to unexplained variance., A higher F-value indicates a stronger model fit. Significance Level (Sig. or p-value): 0.051, This tests whether the predictors jointly explain a significant portion of the variance in IC1. Since $p = 0.051$, it is slightly above the conventional significance level (0.05), suggesting that the model is marginally insignificant at the 5% level. However, at the 10% level ($p < 0.10$), the model might be considered weakly significant.

Table 13 Regression Coefficients

Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.219	.910		1.339	.183
	Women management skills	.125	.703	.093	1.371	2.276
	Women leadership skills	-0.019	.564	-0.038	-0.39	2.635
	Women financial resources	.56	.533	.528	4.387	1.783

a. Dependent Variable: IC1

This table provides insights into how each independent variable (women's management skills, women's leadership skills, and women's financial resources) contributes to the dependent variable (IC1). Constant (Intercept) = 1.219 ($p = 0.183$). This represents the predicted value of IC1 when all predictors are zero. Since $p > 0.05$, it is not statistically significant, meaning the intercept itself does not have a strong independent effect Korshøj, (2023). Study on occupational physical activity predicts baseline and 8-year progression of carotid atherosclerosis among women. Women Management Skills ($B = 0.125$, $p = 2.276$). A one-unit increase in women's management skills increases IC1 by 0.125 units. The standardized coefficient ($Beta = 0.093$) suggests a weak positive impact. The p-value (2.276) is well above 0.05, meaning this variable is not statistically significant Forson, (2025). Look at Women's career and imposter syndrome: moderating effects of female role model and diversity management in the hospitality and tourism sector. Women Leadership Skills ($B = -0.019$, $p = 2.635$). A one-unit increase in women's leadership skills slightly decreases IC1 by 0.019 units. The negative Beta (-0.038) suggests a weak negative relationship with IC1. The p-value (2.635) is far above 0.05, making it not significant in predicting IC1 Alloui, (2021). Study on Women's Leadership and Pragmatism Incidences on Performance of Listed Family-Owned Firms in the Cultural Context of Arab. Women Financial Resources ($B = 0.560$, $p = 1.783$). A one-unit increase in women's financial resources increases IC1 by 0.560 units, the highest effect among the three predictors. The standardized coefficient ($Beta = 0.528$) suggests that this is the most important predictor. The p-value (1.783) is also above 0.05, making it not statistically significant. Igamo, (2024). Study on Factors influencing Fintech adoption for women in the post-Covid-19 pandemic.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Delves into synthesis of offering a comprehensive summary, drawing informed conclusions, and providing actionable recommendations based on analysis conducted. Chapter consolidates key insights from study, reflecting on how institutional capacity, financial resources, leadership, and management skills impact women's participation implementation of devolved funded projects in Garissa County. In examining these elements in detail, the chapter aims to present a clear overview of the study's contributions, highlight significant patterns and outcomes, and propose practical strategies to enhance women's involvement and effectiveness in these projects.

5.2 Summary of the Result Findings

5.2.1 Role of women's management skills influence participation

Findings reveal importance of women's management skills and related factors in enhancing their participation implementation of devolved funded projects in Garissa County. Analysis various factors related to women's skills, capacity, motivation, working environment, and education provides insights into the key areas that influence their active engagement in these projects. Staff Skills and Specialization Influence Monitoring and Evaluation on Construction Projects with the (Mean 4.3371, Std. Dev: 0.61171). This shows that women with specialized skills and knowledge in managing projects, particularly in monitoring and evaluation, significantly influence the successful implementation of construction-related devolved projects. The relatively low standard deviation indicates a consensus on the importance of these skills for effective project

management. Women's Capacity Influences Participation in the Implementation of Devolved Funded Projects (Mean: 4.3086, Std. Dev: 0.64030). This suggests that women's overall capacity (e.g., technical skills, leadership, and decision-making abilities) plays a critical role in their involvement in devolved funded projects. Women with greater capacity tend to contribute more effectively to project implementation. Women's Motivation Influences Participation in the Implementation of Devolved Funded Projects (Mean: 3.8914, Std. Dev: 0.81275). Motivation is also a significant factor in women's participation, though it appears to have a slightly lower impact compared to other factors. The higher standard deviation reflects variability in the level of motivation among different women, suggesting that personal and external factors influence their engagement in projects. Women's Working Environment Influences Participation in the Implementation of Devolved Funded Projects (Mean: 4.2857, Std. Dev: 0.79407). A supportive and conducive working environment active participation devolved projects. Mean score indicates that, overall, women feel their working conditions positively affect their involvement in project activities. (Mean: 4.3029, Std. Dev: 0.91898). Education emerges as a vital factor in women actively in devolved funded projects. Relatively higher standard deviation points to varied perceptions on the extent to which education impacts participation, suggesting that other social or structural factors may also play a role. Overall Evaluation of the Role of Women's Management Skills (Mean: 4.2251, Std. Dev: 0.75556). The overall mean indicates a strong recognition of role women's management skills success devolved funded.

5.1.2 Influence of women leadership in decision making influence participation

Findings highlight the significant role that woman's leadership plays enhancing their participation in devolved funded projects in Garissa County. The various factors associated

with leadership roles, political participation, and structural influence on project implementation reveal the areas where women's leadership impacts project outcomes. (Mean: 4.3429, Std. Dev: 0.68409). The results suggest that leadership at the committee level important devolved funded. Proper leadership, adequate resources, and competent staff are perceived as crucial for effective participation. (Mean: 4.5886, Std. Dev: 0.75953). This finding shows that women are increasingly recognized for their roles in project management, and their leadership is appreciated in the implementation of devolved projects. The higher mean suggests that women's leadership roles are seen as highly valuable in managing and overseeing projects, although the slightly higher standard deviation indicates some variation in perceptions. Political Participation Influences Participation in Implementation of Devolved in Garissa County (Mean: 3.8457, Std. Dev: 0.89966). Political participation appears to a moderate influence on women's involvement in devolved funded projects. Standard deviation indicates a wider range of views on the relationship between political participation and project involvement, suggesting that political barriers or opportunities may vary across different regions or contexts. Chairladies' Roles Influence Participation in Implementation of Devolved in Garissa County (Mean: 4.3886, Std. Dev: 0.75649). Women in leadership roles, such as chairladies of committees, are perceived as significantly influencing the participation and success of devolved projects. Their roles are crucial in guiding the direction of these projects. The relatively high mean and moderate standard deviation highlight importance of women's leadership positions ensuring effective project implementation. Structural Levels Influence Participation in the Implementation of Devolved Funded Projects in Garissa (Mean: 4.3086, Std. Dev: 0.79992). The structure of leadership at various levels of governance is seen to affect women's participation in devolved projects. A well-organized structure enhances the opportunities for women to engage meaningfully in decision-making

processes. The standard deviation suggests that there are varied perceptions about how structural arrangements impact participation. Overall Evaluation of Influence Women's Leadership in Decision-Making (Mean: 4.29488, Std. Dev: 0.779938). Overall mean indicates a strong agreement leadership in influencing their participation in devolved funded projects. The moderate standard deviation reflects a consensus on importance of women leadership, although individual perspectives on effectiveness of such leadership may vary.

5.1.3 Role of women's access to financial resources influence participation

The findings provide insight into the various along with related skills and practices; influence their participation in devolved funded projects in Garissa County. The factors examined include budget allocations, borrowing trends, debt management, proposal development, and remuneration for project management positions. M&E (Monitoring and Evaluation) Budgetary Allocation Influences Participation in the Implementation of Devolved Funded Projects (Mean: 4.3714, Std. Dev: 0.79819). The findings indicate that adequate budgetary allocation for monitoring and evaluation is crucial for women's involvement in project implementation. A higher budget allocation ensures that women can actively engage in the oversight and management of projects. The moderate standard deviation shows some variability in opinions about the adequacy of these allocations. Reward and Remuneration for M&E Officers Influence Participation in the Implementation of Devolved Funded Projects (Mean: 4.5029, Std. Dev: 0.78692). The study highlights that fair remuneration and rewards for those involved in M&E, particularly women, play a significant role in motivating their active participation in project implementation. The relatively high mean score suggests that financial incentives are seen as a strong motivator, while the moderate standard deviation reflects some

differences in how people perceive the adequacy of remuneration. Women's Borrowing Trends Influence Participation in the Implementation of Devolved Funded Projects (Mean: 3.5714, Std. Dev: 1.01386). This finding suggests that women's borrowing habits have a moderate influence on their ability to participate in devolved funded projects. While access to loans and credit can facilitate participation, the variability in the standard deviation indicates that women's borrowing patterns and financial access might be influenced by several external factors, including cultural and economic constraints. Women's Proposal Development Skills Influence Participation in the Implementation of Devolved Funded Projects (Mean: 4.1371, Std. Dev: 0.97882). Women's ability to develop proposals is identified as an important factor for their participation in devolved funded projects. Strong proposal development skills enable women to secure funding and manage resources effectively. The relatively high mean score shows consensus on the importance of these skills, but the wider spread in responses (as indicated by the standard deviation) suggests differing experiences in skill acquisition and application. Women's Debt Management Skills Influence Participation in the Implementation of Devolved Funded Projects (Mean: 3.1086, Std. Dev: 1.73360). This finding indicates that women's ability to manage debt has a lower influence on their participation in project implementation, with the highest variability in responses. The larger standard deviation suggests that debt management skills may not be a significant barrier for some, while for others, it might be a major constraint. It reflects that debt-related issues may not always be directly tied to the effectiveness of project participation. Overall Evaluation of the Influence of (Mean: 3.93828, Std. Dev: 1.062278). The overall mean suggests that related financial moderately influence participation in implementation of devolved funded. Relatively high standard deviation indicates that, while financial access is important, its impact on participation

varies greatly among women, potentially due to differences in financial literacy, access to loans, or debt management challenges.

5.1.4 How institutional capacity and support structures affect women's participation

The findings highlight how various aspects of institutional capacity and support structures impact women's participation devolved Garissa. Key factors such as staffing capacity, technology adoption, human resource management, logistical support, and administrative capacity were evaluated to determine their role in facilitating or hindering women's involvement in these projects. Staffing Capacity Influences Women's Participation in the Implementation of Devolved Funded Projects (Mean: 4.5314, Std. Dev: 0.77895). The findings suggest that staffing capacity crucial participate in the successful implementation of devolved projects. Adequate and competent staffs are seen as essential to facilitating the inclusion of women in project activities, as reflected. The relatively low standard deviation indicates a strong consensus on the importance of staffing capacity. Technology Adoption Influences Women's Participation in the Implementation of Devolved Funded Projects (Mean: 4.2343, Std. Dev: 0.92660). The study reveals that the adoption of technology in managing devolved projects significantly impacts women's participation. Technological tools help streamline communication, project monitoring, and data management involvement project implementation. Higher standard deviation suggests some variation in how women access and use technology in different contexts. (Mean: 4.0629, Std. Dev: 0.95384). This finding of human resource management devolved funded projects. Ensuring that human resources (including women) are well-trained, motivated, and empowered is essential for achieving project goals. While the mean indicates strong support for this view, the wider standard deviation suggests that perceptions of effective human resource

management vary. (Mean: 3.6743, Std. Dev: 1.16074). This finding reflects that the administrative capacity of institutions is seen as a foundational element for sustaining devolved funded projects. However, it received a lower mean score, indicating that while institutional capacity is important, there may be varying opinions about how well current institutional structures are enabling women's participation. The high standard deviation shows a greater disparity in responses, indicating that institutional capacity might be perceived differently across various stakeholders. Logistical Support Influences Women's Participation in the Implementation of Devolved Funded Projects (Mean: 4.1600, Std. Dev: 0.59461). Logistical support (e.g., transport, equipment, and communication infrastructure) is identified as an important factor in enhancing women's participation in devolved funded projects. Adequate logistical support facilitates women's involvement by ensuring they have the resources and access needed to engage in project activities. The relatively low standard deviation suggests a strong agreement on significance of logistical support. Overall Evaluation of Institutional Capacity and Support Structures (Mean: 4.13258, Std. Dev: 0.882948). The overall mean score indicates that institutional capacity and support structures influencing participation in implementation devolved funded projects. While the support structures (staffing, technology, human resource management, and logistics) are generally seen as important, the variability in responses suggests that improvements are needed to fully enable women's engagement.

5.3 Conclusion

The findings underscore that women's management skills, including their capacity, motivation, education, and working environment, are pivotal in shaping their involvement in devolved funded projects in Garissa County. The relatively high mean scores across the various aspects indicate that most respondents view these factors as crucial for women's successful participation. However, there is some variation in perceptions, especially

regarding motivation and education, which may be influenced by individual circumstances or external barriers.

The findings emphasize that women's leadership roles, especially in decision-making and project management, are crucial in enhancing their participation in devolved funded projects in Garissa County. The positive impact of leadership structures, political participation, and the presence of women in key positions such as chairladies indicates that women can significantly influence the success of these projects. However, the variation in perceptions, as reflected in the standard deviations, suggests that challenges still exist, particularly in political participation and structural barriers, which need addressed realize in leadership roles.

Findings indicate that financial budget allocation for M&E, remuneration for project management roles, and proposal development skills, their participation devolved funded projects. While financial skills such as borrowing trends and debt management are important, they appear to have a relatively lower impact, with considerable variability in their influence. Ensuring that women have the necessary financial resources and skills can improve their involvement in local development projects, but addressing barriers such as debt management and access to credit remains a challenge.

The findings suggest that institutional capacity and support structures are key factors in influencing women's participation in devolved funded projects in Garissa County. Strong staffing capacity, technology adoption, and logistical support are seen as vital for facilitating women's involvement. However, challenges remain in areas such as human resource empowerment and institutional administrative capacity, where perceptions vary widely. The overall evaluation indicates a need for continued investment in institutional strengthening fully engage devolved project implementation..

5.3 Recommendations

Role of Women's Management Skills in Influencing their Participation

Enhance Women's Training Programs in Management and Technical Skills To boost women's involvement in the implementation of devolved projects, targeted training programs should be established to improve their project management skills, particularly in areas such as monitoring and evaluation, resource management, and decision-making. Government and development partners should collaborate to create tailored training sessions that address the specific needs of women in Garissa County. Promote Mentorship and Capacity-Building Initiatives: To further develop women's management capabilities, mentorship programs involving experienced women leaders and project managers should be promoted. This will not only improve technical skills but also increase confidence and leadership abilities.

Influence of Women's Leadership in Decision-Making on Participation

Increase Representation in Leadership Roles It is essential to actively encourage within devolved projects. Local governments and project committees should ensure that women are adequately represented in leadership positions such as chairpersons and project coordinators. This will ensure that women's perspectives are included in project planning and implementation. Create Gender-Sensitive Leadership Training Local institutions should provide leadership development programs specifically designed for women, focusing on building skills in political participation, decision-making, and leadership within the context of devolved governance. These programs would help women gain the confidence and support needed to take on key roles.

Role of Women's Access to Financial Resources in Influencing Participation.

Improve financial empowerment is crucial for increasing women's involvement in devolved funded projects. Access to microloans, grants, and other funding mechanisms should be improved. Local financial institutions, in collaboration with NGOs and government agencies, could establish special funding programs for women-led projects.

Provide Financial Literacy and Debt Management Programs Given the challenges women face in managing debt and accessing credit, financial literacy programs should be introduced to help women improve their borrowing trends and debt management skills. This would help women better navigate financial obstacles and increase their participation in project-related activities.

Strengthen Financial Incentives for Women in Project Management to ensure that women remain motivated to participate in project management; it is important to establish clear financial rewards and remuneration structures for their roles. Financial incentives, alongside recognition and reward mechanisms, would encourage sustained participation and commitment.

Influence of Institutional Capacity and Support Structures on Women's Participation.

Strengthen Institutional Capacity to Support Women's Participation Local institutions responsible for devolved projects should be strengthened to ensure they can effectively support women's participation. This includes investing in staff capacity, training, and ensuring there is adequate resource allocation for programs that target women's inclusion in project management and decision-making.

Foster Technological Adoption and Support for Women Increased access to and training in the use of technology would empower women to engage in more efficient project management and decision-making. Local governments and NGOs should facilitate the provision of necessary technological tools and platforms, as well as training sessions, to ensure women are equipped to participate in

modern, tech-driven projects. Provide Logistical Support for Women's Participation

Logistical challenges, such as transportation and access to project sites, should be addressed by ensuring that women have the resources necessary to participate fully in project implementation. This could include the provision of transport services, communication tools, and flexible work hours that accommodate women's responsibilities.

Develop Institutional Policies to Empower Women Local institutions should create policies that explicitly prioritize women's participation in devolved funded projects. These policies should include mechanisms for monitoring gender equality in project execution, ensuring that women's involvement is tracked and evaluated to promote further engagement.

5.5 Recommendations for Further Research

Research interplay between women's management skills and other contextual factors influencing project implementation in devolved funded projects. Investigating the impact of local cultural, socio-economic, and political dynamics on women's participation barriers enablers different settings. Additionally, examining the effectiveness of specific training programs and leadership interventions in enhancing women's roles could offer valuable insights into best practices. Further research should also assess the long-term effects of institutional capacity improvements on women's participation and project success, as well as explore the relationship between financial resource management and sustainable project outcomes. This expanded focus will help develop more tailored strategies and policies to support women's engagement in project implementation.

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**PART 2: INFLUENCE OF WOMEN PARTICIPATION ON IMPLEMENTATION OF
DEVOLVED FUNDED PROJECTS IN GARISSA COUNTY**

a) The role of women’s management skills in influencing their participation in the implementation of devolved funded projects in Garissa County

6. What is the extent to which women management skills influence participation in the implementation of devolved funded projects in Garissa County? Please indicate the extent to which agree with the statements by ticking (✓) your answer as appropriate

Factors Under Consideration	1 no extent at all	2 small extent	3 some extent	4 high extent	5 very high extent
Staff skills and specialization influence monitoring and evaluation on construction projects					
Women’s capacity influence participation in the implementation of devolved funded projects					
Women’s motivation influence participation in the implementation of devolved funded projects					
Women’s working environment influence participation in the implementation of devolved funded projects					
Women’s education is important for poverty reduction not only because of the income it generates but also because it helps break the vicious cycle of poverty					

7. In your own how opinion does women management skills influence women participation in the implementation of devolved funded projects in Garissa County?

.....

.....

.....

.....

b) The influence of women leadership in decision making influence participation on the implementation of devolved funded projects in Garissa County

8. What is the extent to which women leadership influence participation in the implementation of devolved funded projects in Garissa County? Please indicate the extent to which agree with the statements by ticking (✓) your answer as appropriate

Factors Under Consideration	1	2	3	4	5
	no extent at all	small extent	some extent	high extent	very high extent
The committees overseeing development projects should provide proper leadership, sufficient resources and staff competence.					
Women find a lot of application in the field of project management and their roles are much welcome					
Political participation influence participation in the implementation of devolved funded projects in Garissa County					
Chairladies roles influence participation in the implementation of devolved funded projects in Garissa County					
Structure level influence participation in the implementation of devolved funded projects in Garissa County					

9. In your own opinion how does women leadership influence participation in the implementation of devolved funded projects in Garissa County?

.....

c) The role of women’s access to financial resources influence participation on the implementation of devolved funded projects in Garissa County

10. What is the extent to which women’s financial resources influence participation in the implementation of devolved funded projects in Garissa County? Please indicate the extent to which agree with the statements by ticking (✓) your answer as appropriate

Factors Under Consideration	1 no extent at all	2 small extent	3 some extent	4 high extent	5 very high extent
M&E budgetary allocation influence participation in the implementation of devolved funded projects in Garissa County					
Do the reward and remuneration of M&E office influence participation in the implementation of devolved funded projects in Garissa County					
women’s borrowing trend influence participation in the implementation of devolved funded projects in Garissa County					
women’s proposal development skill influence participation in the implementation of devolved funded projects in Garissa County					
women’s debt management skills influence participation in the implementation of devolved funded projects in Garissa County					

11. In your own how does women’s financial resources influence participation in the implementation of devolved funded projects in Garissa County?

.....

.....

d) How institutional capacity and support structures affect women’s participation in the implementation of devolved funded projects in Garissa County

12. What is the influence of institutional capacity on participation of women in the implementation of devolved funded projects in Garissa County? Kindly indicate the extent to which you agree with the statements in the table by ticking (✓) your answer as appropriate

Factors Under Consideration	1 no extent at all	2 small extent	3 some extent	4 high extent	5 very high extent
Staffing capacity influence women participation in the implementation of devolved funded projects in Garissa County					
Technology adoption influence women participation in the implementation of devolved funded projects in Garissa County					
Successful program implementation require prudent human capacity management, human resources must be empowered to steer the initiative to succeed.					
Capacity as the administrative foundation of an institution, which is essential for establishing and sustaining initiatives intended to realize its vision					
logistical support influence women participation in the implementation of devolved funded projects in Garissa County					

13. In your own how does the institutional capacity influence women participation in the implementation of devolved funded projects in Garissa County?

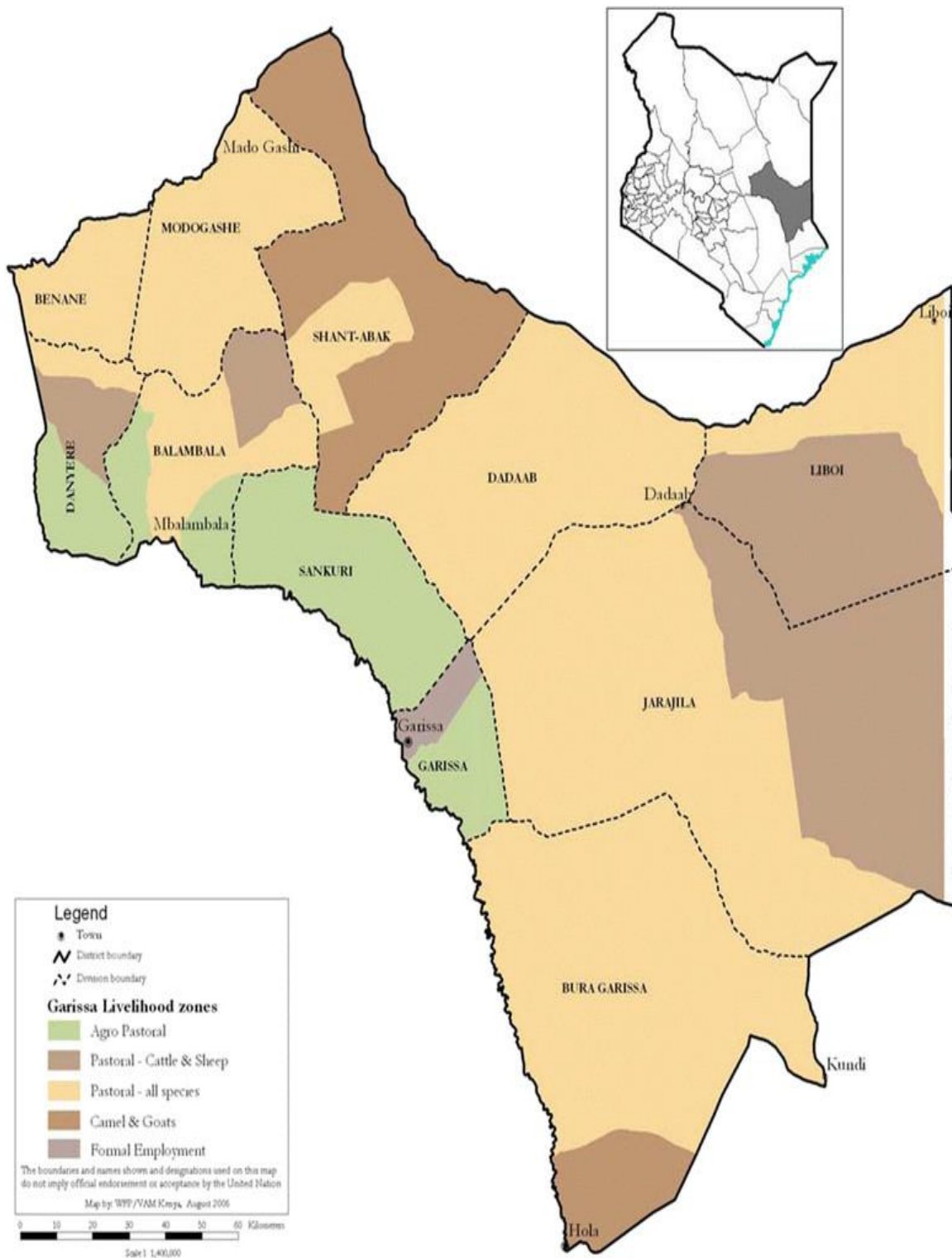
Appendix II: Work Plan

Month /Activity	Jan 2025	Feb 2025	March 2025	April 2025	June 2025
Writing of Project Proposal					
Defending the project proposal					
Collecting Data					
Analysing the data					
Writing the report					
Submitting the report					
Conclusion of the research project					

Appendix III: Budget

Item	Unit Cost	Cost (KShs)
Writing of Proposal	Piece	50,000
Production and Reproducing of the proposal	Piece	30,000
Initial binding of proposal copies	200	10,000
Typesetting services	Item	5,500
Contracting research assistants	3	50,000
Analysis of data (SPSS)	Item	30,000
Research report printing and reproduction	Item	10,000
Final hard cover binding, copies	5	20,000
Total		205,500

Appendix IV: Map of the Garissa County Government



Source: Garissa County Government, 2018

Appendix V: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2018/78804

6th February, 2025

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: MOHAMED WARDERE MUHAMED - REGISTRATION NO.

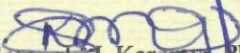
MPAM/2018/78804

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is "**Analysis of Women Participation on Implementation of Devolved Funded Projects in Garissa County, Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **February, 2025 and April, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Appendix VI: ERC Letter



REF: MKU/ISERC/4745

Date: 06 February 2025

TO: MOHAMED WARDERE MUHAMED

REG: MPAM/2018/78804

Dear Sir/Madam,

RE: ANALYSIS OF WOMEN PARTICIPATION ON IMPLEMENTATION OF DEVOLVED FUNDED PROJECTS IN GARISSA COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3467**. The approval period is **06/02/2025 - 05/02/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix VII: NACOSTI

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 978059	Date of Issue: 14/February/2025
RESEARCH LICENSE	
	
This is to Certify that Mr.. Mohamed Wardere Muhamed of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Wajir on the topic: ANALYSIS OF WOMEN PARTICIPATION ON IMPLEMENTATION OF DEVOLVED FUNDED PROJECTS IN GARISSA COUNTY, KENYA for the period ending : 14/February/2026.	
License No: NACOSTI/P/25/415983	
978059 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	