



**PROJECT MANAGEMENT STRATEGIES AND ECONOMIC EMPOWERMENT
FOR WOMEN AND GIRLS IN KIAMBU AND NAIROBI COUNTIES, KENYA**

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ABSTRACT

In Kenya, the number, magnitude and value of youth and women empowerment projects meant for socio-economic development like standard gauge railways has increased threefold over the last ten years. The main focus of this study is to establish the effect of project management strategies on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. Specifically, this study sought to determine the effect of stakeholder's involvement on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya and to establish the effect of project planning on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. This study was guided by stakeholder's theory and the contingency theory. This study used a descriptive research design. The unit of observation was the group leaders in each group. The two counties have over 1,193 registered women groups. The total population therefore was 1,193 respondents. The study used stratified random sampling technique to select a sample of 300 respondents from the target population. This study relied on both primary and secondary data. Primary data was collected through use of semi structured questionnaires. The study also conducted pilot test to test the validity and the reliability of the data collection instrument. The data collection instrument generated both qualitative and quantitative data. The study used both descriptive and inferential statistics for data analysis with the aid of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as mean, standard deviation, frequency and percentages were used in this study. In relation to inferential statistics, the study used correlation analysis. This study used to establish the relationship between the independent and the dependent variables. Data was then presented in a tables, bar charts and pie charts. The study concludes that stakeholder's involvement has a positive and significant effect on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. In addition, the study concludes that project planning has a positive and significant effect on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. Based on the findings, the study therefore recommends that women empowerment groups should strive to actively promote and facilitate women's participation in decision-making processes related to economic development initiatives. In addition, the study recommends that women empowerment groups should prioritize gender-responsive budgeting and resource allocation strategies.

Key Words: Project Management Strategies, Stakeholder's Involvement, Project Planning

Background of the Study

Economic empowerment for women and girls is a critical component of achieving gender equality and sustainable development. It involves providing women and girls with the tools, resources, and opportunities to participate actively in the economy, make informed choices, and exercise control over their lives (Nwachukwu & Emoh, 2019). Economic empowerment for women and girls not only benefits individuals but also contributes to the overall economic growth and development of communities and nations. By addressing systemic barriers and promoting inclusive policies, societies can create environments where women and girls can thrive economically and contribute significantly to social progress (Ika, Diallo & Thuillier, 2019). Project failure is rated to be very high with about 50% of projects proven to have failed in Africa. Most projects start well, with perfectly good intentions. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. Project management has evolved over time, becoming the principal mean of dealing with change in modern organizations (Keziah & Ngugi, 2021).

Project management includes conducting regular tasks that comprise the stages of project management of initiation and planning; execution, monitoring and Control; and Closing (Project Management Institute, 2015). The execution of projects involves exercises that must be achieved within the limitations of risk, time, scope, budget, firm resources, and quality (Atkinson, Waterhouse & Wells, 2017). Firms are progressively putting more assets in projects, including, development of new products, improving processes and structure of new services. Nevertheless, research shows that these projects struggle to meet the expenses and time constraints or fail to meet customer's wishes and goals (Sausser, Reilly & Shenhar, 2019). Project management vital constructs include the incorporation of planning, risk assessment, evaluation, monitoring, and engagement of stakeholders in the stages of project management. Projects Monitoring and Evaluation of have progressively turned out to be key functions as projects grow to be complex and bigger. It involves, assessing and detailing progress regarding goals (Mourshed, Chijioke & Barber, 2019).

Internationally, 80% of management staff trusted that having Project management as a core capability helped them stay focused amid recession (Shrenash, Pimplikar & Sawant, 2017). Similarly, Mourshed, Chijioke and Barber (2019) report demonstrated that 58% of 1400 worldwide officials gave priority to strong discipline in project management for future development. Stakeholders are people or firms, such as proprietors, sponsors, organizations that perform, or the general population, who are effectively engaged with the project or whose interests might be emphatically or adversely influenced by the project implementation success.

According KPMG (2019) report, African Development Bank estimated that there is need for \$93 billion for basic infrastructure in more than 50 cities with over I million populations. Yet the continent is still struggling with “overruns of cost, delays in construction and red tape are common” (KPMG, 2019). While Africa relies on the management of projects to meet its development objectives, although according to Ika, Diallo and Thuillier (2018), many projects are usually uncontrolled, unsuccessful, or poor projects performance are dominant in Africa and that they have even dissatisfied its expansion.

Economic empowerment for women and girls in Kenya is a critical component of the country's development agenda. It involves enhancing their access to resources, opportunities, and decision-making power, enabling them to participate fully and equally in the economy (Abdulai, & Owusu-Manu, 2022). Despite progress in various areas, significant challenges remain that hinder the full economic empowerment of women and girls. This discussion explores the current state of economic empowerment for women and girls in Kenya, the challenges they face, ongoing initiatives, and potential strategies for improvement (Abdi, 2019).

Statement of the Problem

In Kenya, the number, magnitude and value of youth and women empowerment projects meant for socio-economic development like standard gauge railways has increased threefold over the last ten years (USAID, 2018). The project management strategies awareness and use is still inadequate in developing countries and is the reason why projects are hardly completed on time, within cost, quality and material specifications (Nwachukwu & Emoh, 2019). Consequently, increased implementation of the project management delivery system is a way to avoid such ills that have pervaded economic development programs for women and girls

According to the Kenya National Bureau of Statistics (KNBS), the female labor force participation rate in Nairobi is approximately 52%, while in Kiambu, it is around 49%. However, a significant portion of these women are engaged in informal and low-paying jobs. The KNBS 2020 report indicates that only 35% of women in Kiambu and 40% in Nairobi have received post-secondary education or vocational training. This lack of education and training limits their access to better employment opportunities and entrepreneurial activities. A survey conducted by the Kenya Women Microfinance Bank (KWFT) in 2021 revealed that only 30% of women in Nairobi and 25% in Kiambu have access to formal financial services, such as bank loans and savings accounts. This limited access hinders their ability to start or expand businesses (Karanja, & Muchelulu, 2018).

Economic empowerment projects remain important to policy makers in every institution of life both nationally and internationally, however, deprived programs of success and dishonest programs seemed to be mutually reciprocal scenarios (Gregg & Ana, 2019). For instance, data from the Women Enterprise Fund program indicate that about 215,890 women have benefited from the program since its establishment in 2007. However, the low level of borrowing and repayment was a worry to stakeholders who felt that this may compromise the success of the program. The stakeholders felt that lack of proper planning and not being involved in program activities encouraged the downfall of the program and hence economic empowerment was not attained (Rotich, 2018)

Kibera Power Women Group, which deals with textile and beadwork projects, have not succeeded in improving the member's welfare. Majority of these projects have been in operation for many years, and have attracted funding from external and internal donors but has not translated into their economic and social empowerment due to poor project management strategies. The failing plan has become a standard as demonstrated by Ika, Diallo and Thuillier (2019), with most programs running in the context of risk and uncertainty, external tension, unpredictable behavior, changing needs, limitless constraints and conflicting resources. All these affect the programmes' success hence making the programmes not to be skillful in the projected timelines, quality and budgets (Rotich, 2019). The little money that these women receive has not translated into their economic and social empowerment. This therefore, means that though finance is a major aspect of performance of the groups, there are other underlying factors that negatively affect the performance of these groups. This study therefore sought to assess the effect of project management strategies on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

General Objective

The main focus of this study was to establish the effect of project management strategies on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya

The study was guided by the following specific Objectives;

- i. To determine the effect of stakeholder's involvement on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya
- ii. To establish the effect of project planning on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya

Theoretical Review

Stakeholders Theory

Stakeholders Theory was developed by Friedman (1984) and states that the organization in itself is thought of as a group of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. The idea applies to incorporated frameworks including nature and people. The stakeholder theory contends that project supervisors should settle on choices in order to assess the interests of all stakeholders in a project including money related petitioners, yet in addition representatives, clients, networks and administrative authorities (Gareis *et al.*, 2019). According to Mungania, Waiganjo and Kihoro (2016) each stake holder is given an important say in making important decisions. The stakeholder theory argues about the importance of paying special attention to each of the each stake holder who may directly or indirectly affect the operations of the organization.

Stakeholder theory emphasizes the importance of actively engaging with stakeholders and managing relationships effectively. This involves listening to their concerns, involving them in decision-making processes when appropriate, and addressing their needs and expectations. From an ethical perspective, stakeholder theory is often associated with a more ethical approach to management. By considering the interests of a broader range of stakeholders, organizations can make decisions that take into account the welfare of all affected parties, not just shareholders (Mukamana & Kalimba, 2022). This can lead to more socially responsible behavior and sustainable business practices. Proponents of stakeholder theory argue that by prioritizing the interests of various stakeholders, organizations can create long-term value. This is because satisfied employees, customers, and communities can contribute to the overall success and sustainability of the business (Mutambara, Mutambara & Darkoh, 2019). However, one of the criticisms of stakeholder theory is that it can be challenging for organizations to balance the conflicting interests of different stakeholders. Managing these trade-offs requires careful consideration and may sometimes lead to difficult decisions (Mukamana & Kalimba, 2022). Stakeholders Theory was used in this study to assess the effect of stakeholder's involvement on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

The Contingency Theory

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 1984. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2017). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems, and dealing with them in order to improve performance. According to Goldratt (2016), organizational performance is dictated by constraints present in processes and systems. Constraints are restrictions that hinder an organization from maximizing its performance and achieving its goals and objectives (Goldratt, 2016). He states that constraints can involve policies, equipment, information, supplies or even people, and can be either internal or external to an organization.

Contingency theory emphasizes the importance of considering situational factors such as the organization's size, technology, environment, and the task at hand. Different situations may require different approaches to management, and what works well in one context may not necessarily be effective in another. The central idea of contingency theory is that there should be a fit or alignment between the organization's structure and the demands of its environment. For example, in a dynamic and rapidly changing industry, a more flexible and decentralized organizational structure may be more appropriate, while in a stable environment, a more hierarchical structure might be suitable (Mutambara, Mutambara & Darkoh, 2019).

Contingency theory also applies to leadership styles, suggesting that the most effective leadership style depends on the situation. For instance, in a crisis situation, a more directive

leadership approach might be necessary, whereas in a creative or innovative project, a more participative leadership style could be more effective. Contingency theory identifies various contingency variables that can influence the effectiveness of organizational practices (Mukamana & Kalimba, 2022). These variables include factors such as task complexity, environmental uncertainty, technology, and organizational size. Understanding these variables helps managers tailor their approaches to fit the specific circumstances (Halima, 2020). The Contingency Theory was used to establish the effect of project planning on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

Conceptual Framework

Conceptual framework is a design that identifies each of the series of logical steps or variables and interactions which, bridge the gap from the beginning to the end of the research process (Mugenda & Mugenda, 2018). Figure 2.1 below shows the conceptual framework that guided this study. The independent variables include; stakeholder’s involvement, project planning, while the dependent variable is economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya

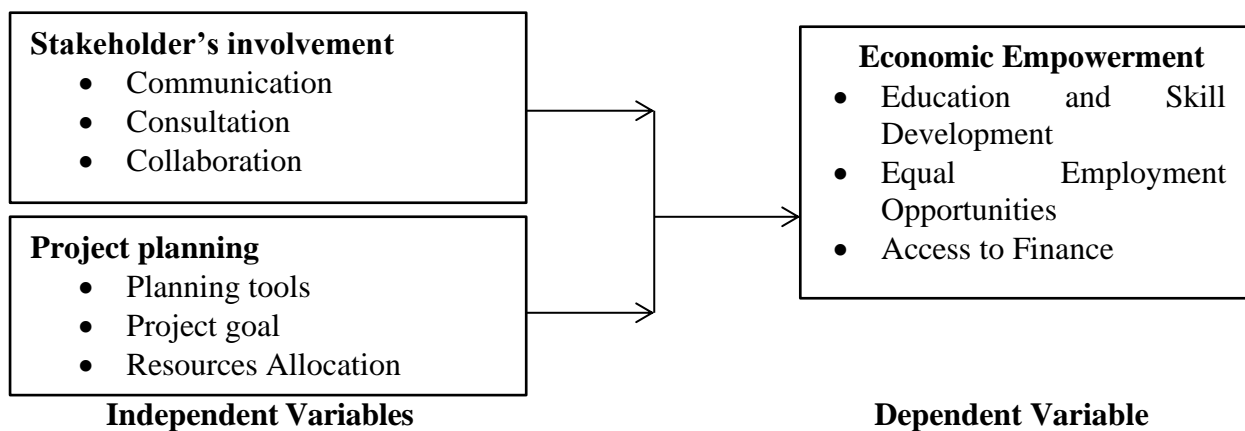


Figure 2. 1: Conceptual Framework

Stakeholder’s Involvement

Stakeholder involvement refers to the active participation and engagement of individuals or groups who have an interest or stake in a particular organization, project, decision, or issue. Stakeholders can include a wide range of parties such as employees, customers, suppliers, investors, community members, government agencies, and advocacy groups. Involving stakeholders in decision-making processes and activities is essential for fostering transparency, accountability, and legitimacy, as well as ensuring that their perspectives, concerns, and interests are considered (Halima, 2020).

Communication serves as the foundation of stakeholder involvement, facilitating the exchange of information between the organization and its stakeholders. Effective communication practices ensure stakeholders are well-informed about pertinent developments, decisions, and activities. This entails fostering transparency by providing accurate and timely information regarding the organization's operations, plans, and performance. Accessibility is also crucial, with organizations utilizing diverse communication channels such as meetings, newsletters, websites, and social media to cater to the varied needs and preferences of stakeholders. Moreover, two-way communication channels should be established, enabling stakeholders to provide feedback, ask questions, and voice their concerns, with organizations actively listening and responding to stakeholder input (Mukamana & Kalimba, 2022).

Consultation involves actively seeking input, feedback, and perspectives from stakeholders on specific issues, decisions, or plans. It provides stakeholders with an opportunity to contribute their knowledge, expertise, and concerns, thus enabling organizations to make more informed decisions (Magero & Muchelule, 2019). Meaningful consultation entails engaging stakeholders

early in decision-making processes to ensure their input influences the direction and outcomes of the decision. Additionally, organizations should facilitate meaningful participation, providing stakeholders with genuine opportunities to influence decisions and outcomes rather than token involvement. Clear feedback mechanisms should be established to collect, synthesize, and respond to stakeholder feedback effectively, utilizing methods such as surveys, focus groups, public hearings, or online forums (Mutambara, Mutambara & Darkoh, 2019).

Project Planning

Project planning involves several critical components that are essential for ensuring the successful execution of a project. Utilizing appropriate planning tools is essential for effective project planning. These tools help project managers and teams organize tasks, track progress, and manage resources efficiently. Common planning tools include Gantt charts, which visually represent project timelines, task dependencies, and milestones. Additionally, project management software such as Trello, Asana, or Microsoft Project enables teams to collaborate, allocate tasks, and monitor progress in real-time (Mudahemuka & Mbowa, 2020). Other tools, such as PERT charts (Program Evaluation Review Technique) and Critical Path Method (CPM), aid in identifying critical tasks and optimizing project schedules. By leveraging these planning tools, project managers can streamline project workflows, identify potential bottlenecks, and ensure that tasks are completed on time and within budget (Nguru & Kabura, 2023).

Clear and well-defined project goals are fundamental to project planning. Project goals articulate the desired outcomes, deliverables, and success criteria that the project aims to achieve. These goals provide a clear direction for project activities and serve as a benchmark for measuring progress and success (Kaluai & Muathe, 2020). When establishing project goals, it is essential to ensure they are specific, measurable, achievable, relevant, and time-bound (SMART). Moreover, project goals should align with the overall objectives and strategic priorities of the organization. By setting clear and achievable project goals, project managers can motivate team members, allocate resources effectively, and track progress towards successful project completion (Kiprop, Nzulwa & Kwena, 2017).

Resource allocation involves identifying, securing, and assigning resources such as personnel, equipment, materials, and budget to support project activities. Effective resource allocation ensures that project tasks are adequately resourced and that the project stays within budget and timeline constraints. Project managers must assess resource requirements based on project scope, complexity, and deliverables (Wafula, Makokha & Namusonge, 2019). They then allocate resources based on priority, availability, and skill sets of team members. Additionally, project managers must continuously monitor resource utilization and adjust allocations as needed throughout the project lifecycle. Proper resource allocation helps optimize productivity, minimize delays, and mitigate risks, ensuring that project objectives are achieved efficiently and effectively (Muute & James, 2019).

Empirical Review

Stakeholder's Involvement and Project Performance

Halima (2020) researched on the perception of stakeholders' on empowering women for socio-economic development in an enduring democracy in north-west Nigeria. The study used descriptive survey design. The target population was all stakeholders in the selected states in the zone. The study found that there is significant influence of stakeholders' status on their perception of contribution of graduates to economic advancement in Northwest, Nigeria. The study concluded that a significant association exists between empowerment and socio-economic development of women by stakeholders' in an enduring democracy in Nigeria.

Mukamana and Kalimba (2022) conducted a study on the influence of stakeholder participation on project performance in Rwanda. a case of speak out project. The study used descriptive

research design. The target population was project beneficiaries and project staffs of Speak Out project. The study found that stakeholder participation in project identification, project planning, project monitoring and evaluation and resource mobilization has a positive and significance influence in performance of Speak out Project. The study concluded that stakeholder's participation in resource mobilization, project monitoring and evaluation, project identification, project planning had positive significant effect on the performance of speak out project.

Magero and Muchelule (2019) researched on the influence of stakeholder's participation on sustainability of women funded projects in Carolina for Kibera. The study used the descriptive survey design approach. The study population consisted of 74 members of the NGOs. The study found that stakeholder's participation was indeed very important for sustainability of women funded project. The study concluded that the trends put into place in a-bid to sustain projects had greatly improved over the years.

Ngumi and Senelwa (2021) conducted a study on the role of stakeholders' involvement in implementation of information and communication technology projects in state corporations in Kenya. A case study of Kenya airports authority. The study used descriptive research design. This study was restricted to the KAA Head Office and will focus on 128 staff. The study found that stakeholder control had the strongest positive correlation with implementation of ICT projects, followed by stakeholder engagement management, stakeholder planning and stakeholder identification, respectively. The study concluded that stakeholder control is the most influential factor on the implementation of ICT projects.

Project Planning and Project Performance

Mudahemuka and Mbowa (2020) investigated on the projects and women's economic empowerment in Gisagara district, Rwanda. The study employed a descriptive cross-sectional survey design. The target population was 5,600 people including projects beneficiaries (women), local leaders and project managers from three Projects in Gisagara district. The study found a positive and significant relationship between project planning, project monitoring and project work breakdown structure and rural women's empowerment. The study concluded that projects are important in promoting rural women's empowerment both economically and socially.

Kiprop, Nzulwa and Kwena (2017) researched on the challenges facing donor funded projects in Kenya: a case of community empowerment and institutional support project. The study adopted a descriptive research design. The target population was beneficiaries of SNV funded rural water schemes. The study found that USAID had adopted some project practices in the Implementation of donor funded projects which involved performance targets and planning and control systems that generated good result. The study concluded that Implementation of donor funded projects was affected by Project Planning and Project Institutional capacity.

Muute and James (2019) investigated on the project planning practices and performance of construction projects in Nairobi City County, Kenya. Descriptive research design was adopted in this study. The target population was one hundred and twenty-five construction projects within Nairobi City County. The study found that all material resources allocated were in use and that project output had been well defined and quality projects' planning was being carried out effectively. The study concluded that human resource planning, time management, material resource planning and financial resource planning positively and significantly contributes to performance of the construction projects.

Wafula, Makokha and Namusonge (2019) researched on the effect of project planning on performance of CDF health facilities construction projects in Trans-Nzoia County Kenya. A descriptive design was used. The study was carried out in Trans-Nzoia County which has 78 public Health facilities where these construction projects are situated. The study found that all the independent variables had a strong positive relationship with the dependent variable. The study concluded that significant relationship between the effects of project planning and performance of Health Facilities construction projects.

RESEARCH METHODOLOGY

Research Design

This study used a descriptive research design. According to Mangal & Mangal (2019), a descriptive research refers to a research design used in accurately describing the research population characteristics and the study variables. The target population for this study was registered Women Groups in Kiambu and Nairobi Counties, Kenya. The unit of observation was the group leaders in each group. The two counties have over 1,193 registered women groups. The total population was therefore 1,193 respondents.

Sample Size and Sampling Technique

The study used stratified random sampling technique where the subjects were selected in such a way that the existing subgroups in the population are more or less reproduced in the sample (Kothari, 2019). This stratified random sampling technique guaranteed each stratum to be represented in the sample and were more accurate in reflecting the characteristics of the population. That is if the same study is conducted with different sample size same data is collected. Yamane formula was adopted to calculate the study sample size as follows;

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

Where n is the sample size, N is the population (1193) and beta denotes the error, set at 0.05

$$N / \{1+N (\beta^2)\} = n \mathbf{3.9825}$$

$$1193 / \{1+1193(0.05^2)\} = 299.56$$

The equation gives sample size of 300 respondents. Therefore, the study seeks to collect data from the 300 respondents.

Data Collection Instruments

The study collected primary data. Primary data was collected by use of a questionnaire. The questionnaires consisted of two parts and six sections. Part I obtained the demographic information of respondents. On the other hand, part II was divided into five sections, 1-5 which obtained responses to the Likert scale items on stakeholder's involvement, project planning, risk management, and technical capacity together with economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

Pilot Study

A pilot test is important since it helps in ensuring that the respondents can understand the questions clearer as well as the grammar and the wording. The study also gave out questionnaires to 30 group leaders who were not counted in the final sample. This was for the sake of questionnaires validation to help attain accuracy on the questionnaire's intention (Mugenda & Mugenda, 2018).

Data Processing and Analysis

This study used both inferential and descriptive statistics to analyze the data. Descriptive statistics enable the researcher to meaningfully describe a distribution of measurements and summarize data (Kothari, 2019; Mugenda & Mugenda, 2017). The descriptive statistics includes; frequency, percentages and means, summary graphs, pie charts and frequency distribution tables were employed to portray the sets of categories formed from the data.

Inferential statistics was also used to test the relationship between the study variables. The study used correlation and regression analysis. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the independent variables affect the dependent variable.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics

Stakeholder's Involvement and Economic Empowerment

The first specific objective of the study was to determine the effect of stakeholder's involvement on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. The respondents were requested to indicate their level of agreement on various statements related to stakeholder's involvement and economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. The results were as shown Table 1.

From the results, the respondents agreed that stakeholder involvement plays a crucial role in shaping policies and programs aimed at economic empowerment for women and girls ($M=3.995$, $SD= 0.896$). In addition, the respondents agreed that collaboration among stakeholders, including government agencies, NGOs, and women's organizations, is essential for fostering sustainable economic empowerment initiatives ($M=3.900$, $SD= 0.876$). Further, the respondents agreed that engaging a diverse range of stakeholders ensures that economic empowerment programs are responsive to the unique needs and challenges faced by women and girls in different contexts ($M=3.887$, $SD= 0.782$).

The respondents agreed that women's organizations and advocacy groups play a vital role in advocating for gender-responsive policies and resource allocation to support economic empowerment initiatives ($M=3.855$, $SD= 0.685$). The respondents also agreed that the active participation of community leaders and local stakeholders strengthens the implementation and impact of economic empowerment projects at the grassroots level ($M=3.797$, $SD= 0.698$). In addition, the respondents agreed that Strengthening partnerships between public and private sectors can unlock resources and opportunities to advance economic empowerment for women and girls ($M=3.771$, $SD= 0.727$). Further, the respondents agreed that involving men and boys as allies and champions for gender equality is critical for fostering inclusive economic empowerment initiatives ($M=3.765$, $SD=0.777$).

Table 4. 1: Stakeholder's Involvement and Economic Empowerment

	Mean	Std. Deviation
Stakeholder involvement plays a crucial role in shaping policies and programs aimed at economic empowerment for women and girls.	3.995	0.896
Collaboration among stakeholders, including government agencies, NGOs, and women's organizations, is essential for fostering sustainable economic empowerment initiatives.	3.900	0.876
Engaging a diverse range of stakeholders ensures that economic empowerment programs are responsive to the unique needs and challenges faced by women and girls in different contexts.	3.887	0.782
Women's organizations and advocacy groups play a vital role in advocating for gender-responsive policies and resource allocation to support economic empowerment initiatives.	3.855	0.685
The active participation of community leaders and local stakeholders strengthens the implementation and impact of economic empowerment projects at the grassroots level.	3.797	0.698
Strengthening partnerships between public and private sectors can unlock resources and opportunities to advance economic empowerment for women and girls.	3.771	0.727
Involving men and boys as allies and champions for gender equality is critical for fostering inclusive economic empowerment initiatives.	3.765	0.777
Aggregate	3.853	0.777

Project Planning and Economic Empowerment

The second specific objective of the study was to establish the effect of project planning on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. The respondents were requested to indicate their level of agreement on various statements related to project planning and economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. The results were as shown Table 4.2.

From the results, the respondents agreed that project planning is crucial for designing sustainable economic empowerment initiatives tailored to women and girls' needs ($M=3.940$, $SD=0.772$). In addition, the respondents agreed that effective project planning ensures optimal resource allocation and measurable outcomes for women's economic empowerment. ($M=3.840$, $SD=0.889$). Further, the respondents agreed that gender-sensitive project planning integrates women and girls' voices and perspectives into decision-making processes ($M=3.827$, $SD=0.768$). The respondents also agreed that collaboration with local stakeholders strengthens economic empowerment projects' relevance and sustainability ($M=3.800$, $SD=0.562$).

As shown in the results, the respondents agreed that thorough needs assessments in project planning identify barriers and opportunities for women's economic empowerment ($M=3.743$, $SD=0.879$). In addition, the respondents agreed that Comprehensive strategies in project planning address systemic challenges hindering women's economic participation. ($M=3.708$, $SD=0.692$). Further, the respondents agreed that monitoring and evaluation in project planning allow for timely adjustments to meet evolving needs ($M=3.690$, $SD=0.760$).

Table 4. 2: Project Planning and Economic Empowerment

	Mean	Std. Dev.
Project planning is crucial for designing sustainable economic empowerment initiatives tailored to women and girls' needs.	3.940	0.772
Effective project planning ensures optimal resource allocation and measurable outcomes for women's economic empowerment.	3.840	0.889
Gender-sensitive project planning integrates women and girls' voices and perspectives into decision-making processes.	3.827	0.768
Collaboration with local stakeholders strengthens economic empowerment projects' relevance and sustainability.	3.800	0.562
Thorough needs assessments in project planning identify barriers and opportunities for women's economic empowerment.	3.743	0.879
Comprehensive strategies in project planning address systemic challenges hindering women's economic participation.	3.708	0.692
Monitoring and evaluation in project planning allow for timely adjustments to meet evolving needs.	3.690	0.760
Aggregate	3.793	0.760

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya) relates with the independent variables (stakeholder's involvement and project planning).

Table 4. 3: Correlation Coefficients

		Economic Empowerment	Stakeholder’s Involvement	Project Planning
Economic Empowerment	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	280		
Stakeholder’s Involvement	Pearson Correlation	.815**	1	
	Sig. (2-tailed)	.003		
	N	280	280	
Project Planning	Pearson Correlation	.825**	.327	1
	Sig. (2-tailed)	.002	.032	
	N	280	280	280
	Sig. (2-tailed)	.001	.031	.043
	N	280	280	280

From the results, there was a very strong relationship between stakeholder’s involvement and economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya ($r = 0.815$, p value = 0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Halima (2020) who indicated that there is a very strong relationship between stakeholder’s involvement and economic empowerment.

Moreover, there was a very strong relationship between project planning and economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya ($r = 0.825$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Mudahemuka and Mbowa (2020) who indicated that there is a very strong relationship between project planning and economic empowerment.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (stakeholder’s involvement and project planning) and the dependent variable (economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.828	.829	.10472

a. Predictors: (Constant), stakeholder’s involvement and project planning

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.828. This implied that 82.8% of the variation in the dependent variable (economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya) could be explained by independent variables (stakeholder’s involvement and project planning).

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	112.028	2	56.014	4308.76	.002 ^b
Residual	3.654	277	.013		
Total	115.682	279			

a. Dependent Variable: economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya

b. Predictors: (Constant), stakeholder’s involvement and project planning

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 4308.76 while the F critical was 2.404. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of stakeholder's involvement and project planning on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

Table 4.6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.331	0.084		3.940	0.001
stakeholder's involvement	0.386	0.097	0.387	3.979	0.000
project planning	0.376	0.095	0.375	3.958	0.001

The regression model was as follows:

$$Y = 0.331 + 0.386X_1 + 0.376X_2 + \varepsilon$$

According to the results, stakeholder's involvement has a significant effect on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya ($\beta_1=0.386$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Halima (2020) who indicated that there is a very strong relationship between stakeholder's involvement and economic empowerment.

The results also revealed that project planning has a significant effect on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya ($\beta_1=0.376$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Mudahemuka and Mbowa (2020) who indicated that there is a very strong relationship between project planning and economic empowerment.

Conclusions

The study concludes that stakeholder's involvement has a positive and significant effect on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. Findings revealed that communication, consultation and collaboration influence economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

In addition, the study concludes that project planning has a positive and significant effect on economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya. Findings revealed that planning tools, project goal and resources allocation influences economic empowerment for women and girls in Kiambu and Nairobi Counties, Kenya.

Recommendations

The study therefore recommends that women empowerment groups should strive to actively promote and facilitate women's participation in decision-making processes related to economic development initiatives. This can be achieved by creating platforms and opportunities for women to voice their opinions, contribute ideas, and influence policies that directly impact their economic opportunities.

In addition, the study recommends that women empowerment groups should prioritize gender-responsive budgeting and resource allocation strategies. This involves systematically analyzing and allocating resources in a way that specifically considers the needs, roles, and priorities of women and girls in the community

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