

**PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF  
GENDER BASED VIOLENCE PROJECTS: A CASE OF THE YOUNG  
WOMEN FOR AWARENESS, AGENCY, ADVOCACY AND  
ACCOUNTABILITY PROGRAMME AT YWCA KENYA**

**NAOMI WANGUI WANYOIKE**

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the Award of the Degree of Master of Arts in Project Planning and  
Management of the University of Nairobi**

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## DECLARATION

I confirm that the content contained in this research project is my own work and has not been submitted elsewhere for academic credit.

Signature 

Date: 21 /11 /23

Naomi Wangui Wanyoike

L50/11619/2018

This study project has been submitted for evaluation, and I have given my consent to do so in my capacity as a university supervisor.

Signature 

Date: 28/11/2023

Dr. Misiko Charles Wafula

Senior Lecturer- Department of Finance and Accounting

Faculty of Business and Management Sciences

University of Nairobi

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## **ABBREVIATIONS AND ACRONYMS**

<b>CEDAW</b>	UN Convention on the Elimination of all Forms of Discrimination Against Women
<b>GBV</b>	Gender-Based Violence
<b>NGOs</b>	Non-Governmental Organizations
<b>SDGs</b>	Sustainable Development Goals
<b>UN</b>	United Nations
<b>USAID</b>	US Agency for International Development
<b>WHO</b>	World Health Organization
<b>YW4A</b>	Young Women for Awareness Agency Advocacy and Accountability Programme
<b>YWCA</b>	Young Women's Christian Association

## ABSTRACT

A project may be deemed successful if a significant amount of its specified goals have been achieved. The use of project management approaches alone does not ensure the success of initiatives carried out by non-governmental organizations. The degree of management and supervision given to a project significantly impacts its eventual achievement. The objective of the study was to examine the influence of project conception, planning, execution, and monitoring on the effectiveness of Gender-Based Violence initiatives in YWCA Kenya. The study used a qualitative research technique. Information was gathered via the use of a questionnaire. The sample consisted of a total of 265 people. Both descriptive and inferential statistics was used to examine the data. Factor analysis was shown to be the optimal method for doing this specific sort of data analysis. The data analysis included the use of correlation and regression techniques. The research results indicated a significant association between project conception and project performance ( $r=0.637$ ,  $p=0.000$ ). The research revealed a robust association between project planning and project performance ( $r=0.587$ ,  $p=0.000$ ). The analysis revealed a robust association between project implementation and project performance, as shown by a correlation coefficient of 0.546 and a p-value of 0.000. The research revealed a robust association between project monitoring and project performance ( $r=0.589$ ,  $p=0.000$ ). The research thus determined that the success of a project is significantly impacted by the original idea and the team responsible for its implementation. The research furthermore discovered that project planning is crucial in guaranteeing the achievement of a project. The research revealed that the manner in which the project is executed has a substantial influence on its performance. This procedure is essential for the identification, assessment, and reduction of possible risks that might impede the success of the project. The research conclusively shown that project monitoring is crucial for attaining project goals and objectives. Prior to commencing project execution, it is essential to highlight the importance of conceptualization and project planning. NGOs should prioritize the establishment of internal standards, rules, and processes to facilitate project conception and planning. During project implementation, it is essential for project managers to proficiently manage possible risks, since these risks may lead to interruptions that may eventually affect overall performance. Project managers are recommended to create a risk management tool for every project and construct a contingency plan to prevent any interruptions during project execution. When overseeing projects, project managers in GBV projects and other gender projects should include gender transformational monitoring approaches that give priority to girls and women in all their overlapping identities.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Gender Based Violence (GBV) pose one of the greatest obstacles to attaining gender equality since it violates basic freedoms and human rights. Young women are more vulnerable to GBV with global data from suggesting that young women and girls are susceptible to a wide variety of types of abuse. Data form World Health Organization (WHO) indicates that globally, one in three women have experienced GBV once in their lifetime (WHO, 2021). The imbalance between the sexes is the fundamental reason behind this. Evidence suggests that GBV was a major cause of death during the COVID 19 epidemic (United Nations Human Rights, 2021).

GBV can take different forms, and depending on what type of partnership is in question and the type of authority being wielded, this crime may fall into one of the categories listed: rape and incest, sexual assault at work or school, sexual abuse against female detainees or detainees, abuse against displaced women, human trafficking, and domestic violence (Shirin & Claudia , 2016). The violation of human rights at home, especially those of women, is a major stumbling block to progress toward gender parity. One of the worst possible abuses of women's rights is violence against young girls, according to the United Nations (UN) (International Training Centre, 2022). Therefore, youth engagement and awareness are imperative in accelerating and sustaining the efforts against eliminating GBV in young women and girls. Prevention of abuse must start with respecting relationships and transforming the societal and cultural norms rooted in gender inequality (UN Women, 2022).

Based on the 2022 Kenya National Demographic Health Survey (KDHS), it was found that 34% have reported instances of violence. The primary culprits of physical violence are primarily individuals in close relationships, including intimate partners, former intimate partners, and teachers. According to the latest data from the KDHS in 2022, the rates of sexual violence and Female Genital Mutilation (FGM) among women in Kenya stand at 13% and 15% respectively.

Various stakeholders, including governments, donors, organizations, and individuals, have made significant investments, commitments, and actions to address gender-based violence. Kenya has signed the international and regional treaties and protocols on gender-based violence, and it has also implemented a number of policies and measures with the goal of reducing GBV committed

against young women in the country. Kenya is a signatory to the Convention on the CEDAW, which was approved on the international level. General recommendation No. 35 of the CEDAW Committee established global principles against women's violence. The Committee noted that gender-based hostility is now illegal under customary international law, which all nations must follow (OHCHR, 2020). Kenya became a party to the Maputo Protocol in 2010, making the country's commitment to speed up the process of eradicating discrimination against women and ensuring their right to dignity as well as the eradication of harmful practices. Both the CEDAW and the Maputo Protocol are enshrined in Kenya's Constitution from 2010. Kenya has achieved a great deal of success in securing and strengthening the rights of its female citizens. The promotion, enforcement, and monitoring of equality and non-discrimination are now being governed by policy and legal frameworks that have been developed and put into place. Kenya's constitution includes national safeguards to protect women and address incidents of assault against women.

However, studies show that the progress and response to GBV issues in Kenya are still slow due to weak institutions. Moreover, studies have shown that victims mostly do not report assault cases (NCAJ, 2021) . The reasons behind the reluctance among the victims to report the cases include increased harm due to the failure of the responsible institutions and authorities to ensure that the victims access the protection services, financial assistance, and medical treatment within the shortest time required. In June 2021, Kenya adopted a GBV indicator and monitoring framework aimed at ensuring that the GBV policies and laws are enforced and implemented as part of its commitment to end GBV and FGM by 2026 (Generation Equality Forum, 2021). GBV recovery centres have also been established in some hospitals in Kenya. Moreover, gender desks have been created in police stations, in collaboration with various civil society groups.

The prevention of GBV calls for a strategy that is multi-sectoral, well-coordinated, and involves all aspects of the community. In response, non-governmental organizations (NGOs) have been assisting Kenya in its efforts to eradicate violence against women. Several NGOs as well as the UN agencies have begun preventative and response initiatives. Examples of the programs include economic and social empowerment programs, psychosocial support for supervisors of violence, cash transfers, mentorship, leadership development, and community mobilization programs aimed at changing the societal cultural norms on gender bias and working with couples on how to improve their relationship and communication skills.

There are many steps that NGOs can take to end GBV as well as support victims of the violence. NGOs can end GBV through design and implementation of projects in research, advocacy for reform of policies, initiation of humanitarian relief programs, creating awareness through educating youth on gender equality issues, and partnering with spiritual and cultural leaders. More activism and institutional capacity are needed for police agencies and institutions tasked with implementing governmental legislation on gender-based abuse. It is important for community health volunteer organizations, women's groups, and civil society organizations to include education on women's rights in their community engagement programs aimed at men, boys, and community leaders. Also, women and girls should be taught their rights and where to get aid in the event of a violent encounter.

### **1.1.1 Project management practices**

Project management practices include project conceptualization, project planning, project implementation and project monitoring. Projects in gender-based violence in NGOs may be affected by these methods.

The quality of the conceptualization of a project has an effect on how effectively the project is defined and how correctly it is scoped. (Carmen, Mike, & Saras, 2009) . Project conceptualization involves practices such as setting of objectives and goal, participatory planning and stakeholder mapping. Goals and objectives are an important part of project conceptualization. The Goal lays the foundation of the project. After setting the goal, the next step is usually defining objectives that would help in achieving the goal. Participatory planning involves engaging the community directly and the beneficiaries of the project to get their input. Community members and intended recipients should be consulted throughout the project's conception stage to help determine the best course of action. Stakeholder mapping and engagement enables project managers to identify different separated ideas and connect them together leading to effective conceptualization of the project. Project planning involves planning for quality, cost and time, establishing partnerships and participatory design and co-creation of project proposal.

The process of putting a project plan into action so that it can create deliverables is referred to as project implementation. It involves getting the commitment and involvement of beneficiaries and stakeholders. This is the first step in project implementation. A well-in implemented project is likely to succeed than a poorly implemented proposal.

A practical example of a well-implemented GBV project is the Kalobeyei Integrated Settlement in Kenya under the County government of Turkana. Studies show that the facility has opened doors and a recovery centre to young women assaulted sexually after getting medical services at the Kalobeyei which is just next to the Kalobeyei Integrated Settlement. The facility was established by the United Nations Population Fund (UNFPA) in support with the Government of Japan (UNFPA, 2021) The Kenya Red Cross runs the facility. The facility has significantly helped victims of GBV in Turkana County, thanks to good implementation process. Additionally, the facility has integrated sporting activities to help in fighting GBV within the settlement (UNFPA, 2021). The process of implementing a GBV project determines its performance and success in reducing the cases of GBV related incidents in a country.

Project Monitoring generates data that is used as a measurement to the performance of a project. Monitoring is important as it ensures that the project is going as planned. For GBV project, is not only influenced by how the project is monitored but is also influenced by whether the project monitoring integrated gender transformative and feminist principles.

### **1.1.2 Performance of NGO projects**

The success of the project is essential to everyone involved. The incorporation of project management procedures, such as scoping, planning, executing, and monitoring, results in enhanced project performance. The performance indicators are evaluated based on their usefulness, their success in delivering on project goals, and their potential to endure.

The Young Women for Awareness, Agency, Advocacy, and Accountability (YW4A) goal is to help young women learn to take responsibility for their actions, advocate for themselves, and recognize their own agency. The primary objective is to raise the profile of young women's issues and increase the number of young women who speak out in favor of gender-just laws, policies, norms, and practices that safeguard young women's physical and mental well-being and guarantee them full participation in all facets of society. Kisii, Migori, and Meru Counties in Kenya are the locations in Kenya where the initiative is being carried out by a group of partners that is being headed by the Young Women Christian Association of Kenya. The program aimed to enhance the involvement of young women in the public, corporate, and civic sectors of decision-making, while simultaneously addressing issues related to sexual and gender-based violence. The software employs several best practices in project management during its running time. For this reason, the

program will serve as a controlled experiment to assess how different project management approaches affect the outcomes of GBV initiatives led by NGOs.

## **1.2 Research problem**

Efforts to address GBV often involve the implementation of projects and interventions aimed at prevention, response, and survivor support. However, the effectiveness of these projects in achieving their intended outcomes can vary significantly.

Significant investments in terms of finances have been made globally towards ending GBV. Data from Organisation for Economic Co-operation and Development (OECD) indicates the contributions multilateral donors to different NGOs and UN agencies towards ending GBV. Civil Society Organizations with gender equality as an objective received USD 10.4 billion from DAC members in the same period. Africa received one third of this funding (OECD, 2023). The success of the GBV projects is of utmost importance given the substantial investment in resources. Principles and methodologies for managing projects have been implemented and found to be effective in enhancing Performance of GBV projects. In 2022, UNDP shared lessons on participatory planning and local actions plans to end GBV drawing lessons from Moldova, Peru and Indonesia. The lessons from the three countries shows the importance of planning in performance of GBV projects (UNDP, 2022).

Project management methods are crucial in determining the success of GBV initiatives. Project management is the systematic planning, organizing, implementing, and supervising of work to achieve project objectives effectively. Despite the topic's importance, there is a lack of comprehensive research that specifically examines the relationship between project management methods and the success of GBV projects. The research on the influence of project management approaches on the performance of NGO GBV efforts has received little attention. There have also been gaps in the studies conducted and will be addressed in the current study. (Carmen, Mike, & Saras, 2009) did research on project conceptualization as a vital stage of project management. Their findings were that stakeholder mapping was found to be highly influential in the performance of NGO projects. With the study focusing on stakeholder mapping, the contribution of each of the stakeholders in the process does not come out clearly. This study will therefore examine how the engagement of young women who are key stakeholders in GBV projects in the project conceptualization influences the performance of the GBV projects. When it comes to commercial

real estate performance-based building design, researchers looked at the integration variables that impact design participants' performance (Sulfiah Dwi Astarini, 2022). According to the findings, there is a correlation between how well team members communicate, collaborate, and share knowledge throughout the design process and the final product quality. Development projects were not included in the study; it only focused on building projects. To fill this need, this study will focus on gender-based violence (GBV) prevention initiatives.

The study will assess the efficiency with which NGOs' efforts to combat gender-based violence were impacted by the project management practices they used. The study seeks to answer the following question: To what measure do project management practices influence the performance of Gender based Violence Projects in NGOs?

### **1.3 Research of Objectives**

- i. To establish how project conceptualization influences the performance of Gender-based violence projects in YWCA Kenya
- ii. To examine how project planning influence, the performance of Gender-Based Violence projects in YWCA Kenya
- iii. To investigate how the project implementation influences the performance of Gender-Based Violence projects in YWCA Kenya
- iv. To establish how project monitoring influence, the performance of Gender-Based Violence projects in YWCA Kenya

### **1.4 Value of the study**

The study is crucial since it aims at determining how the project management practices like conceptualization, planning, implementation, monitoring, influence the performance of NGO projects on gender-based violence. Through understanding these practices, NGOs and project managers will ensure that project management practices are integrated in the GBV projects to ensure performance. The study will also help NGOs and project managers understand the importance of ensuring young women are at the Centre of GBV projects. NGOs will also understand the importance of amplifying the voices of young women in addressing GBV by having them as key stakeholders and participating in the project cycle.

The study will also inform NGOs about effective project management practices that can improve the outcomes of their GBV projects, thereby empowering them to make evidence-based decisions and allocate resources more efficiently. The study will provide valuable insights into the specific project management practices that are most effective in the context of GBV projects. It will also highlight potential challenges and opportunities for improving project outcomes, informing the development of guidelines, frameworks, and best practices for implementing GBV projects with a project management perspective.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter provides a summary of the relevant literature review. The study aims to determine whether project conceptualization, planning implementation and monitoring affects the success of nongovernmental organization (NGO) initiatives addressing gender-based violence. This section presents a theoretical framework, a conceptual framework, and finally a discussion of the gaps in the literature.

#### 2.2 Theoretical Foundation

##### 2.2.1 Stakeholder Theory

The idea was postulated by (Freeman R, 1984). The theory indicates that business ethics, morals, and values are all addressed in the context of managing the many stakeholders in a project or company. Its purpose is to improve communications between various parties in order to boost overall efficiency in a certain project or company. The concept highlights the interdependencies between a firm and its stakeholders, who may be defined as its customers, suppliers, employees, investors, and communities.

The idea is pertinent to this research because there is no one technique that will, on its own, result in transformational change for women and girls. Particularly so when it comes to an issue as deeply rooted in a culture as the abuse of women and girls. By collaborative efforts involving a wide variety of stakeholders functioning at various levels, it is possible to alter the gendered social norms that are perpetuated by society. Although studies have shown that gender disparity is a major contributor to the prevalence of violence against women, this element is not usually acknowledged or understood to be important by people or groups, who often lay the blame on economic difficulty, drunkenness, or cultural customs. First, there has to be an environment where NGOs may thrive, and women's and girls' rights are safeguarded before anything can change. We call this setting an enabling network since it supports and encourages one another. Under this system, powerful organizations promote women's and girls' social, economic, and political empowerment and organize people and communities to hold duty-bearers responsible in response to women's and girls' demands for change and the support of engaged and dedicated men and boys.



This theory of change takes a multifaceted approach, resting on these three pillars: bolstering the knowledge and skills of institutions and coalitions to effect change; and, most importantly, maintaining support for women and girls who have experienced sexual assault. According to findings from research conducted throughout the globe, coalitions and movements that include a number of different stakeholders working toward a shared objective cultivate a greater collective potential for change. Thus, collaboration via effective methods of project management has the potential to favorably affect the success of the NGOs' initiatives aimed at putting an end to gender-based violence.

### **2.2.2 Realistic Evaluation Theory**

The theory was developed by Pawson and Tillay in 1997. The theory focuses on explaining and understanding how social programs work (or not), for whom, and in what circumstances (Astbury, 2011). The theory is based on the understanding that projects work under certain conditions and influenced by response by stakeholders. The theory is used to understand how and why projects work in different contexts. The theory will involve examining the mechanisms through which GBV projects are expected to achieve their intended outcomes and assessing how these mechanisms interact with the specific contexts in which the projects are implemented. This evaluation approach provides insights into the factors that influence the success or failure of GBV projects and help identify strategies for improving their effectiveness.

### **2.2.3 Resource Based View of the Firm Theory**

The theory was initially put forth by Birger Wernerfelt in 1984 and later developed further by Barney in 1991. The notion posits that a company's competitive advantage is contingent upon its resources and skills. Wernerfelt highlighted the importance of strategic resource planning and leveraging competencies to attain a competitive advantage, which ultimately drives performance. Managers frequently utilize the theory in project management. This tool enables project managers to allocate project resources based on their strategic alignment, as well as determine the value of resources and necessary capabilities to gain a competitive edge for the organization. It also offers managers a perspective on the intervention strength (Almarri & Gardiner, 2014). The theory will provide valuable insights into the current study, helping to enhance our understanding of project planning practice and its impact on the performance of GBV projects.

## **2.2 Performance of Gender Based Violence Projects**

The performance of non-Governmental projects funded by NGOs play a crucial role in fighting GBV among young women in Kenya and other countries across the globe. A study conducted in Kenya on the role of NGO in preventing and managing GBV concluded that NGOs in Kenya have played an integral role in ending GBV but have also faced challenges while addressing GBV (Kamore, 2021). However, the success of such projects is determined by several factors including the management practices and strategies on the project. Short-term project performance refers to the successful completion of a project, taking into account factors such as project efficiency and timely delivery (Al-Nabae & Sammani, 2021). A study conducted on factors that influence project success found that project control project control and project team have the highest influence, project planning has medium influence and project execution has lower influence (Nermina Durmic, 2020). Additional research has been carried out on the performance of initiatives. A research on the performance of projects in NGOs found that community engagement in planning has a significant impact on project performance (Kariega, 2020). This study is aimed at investigating how various project practices influence the success of the GBV projects initiated by NGOs.

## **2.3 Project Conceptualization and Performance of GBV projects**

In GBV projects, project conceptualization refers to the initial process that involves the design of the whole project to come up with documentation. Project conceptualization identifies project needs, assesses demand, identifies the potential project geographic areas, and articulates project objectives. Preparation of the GBV situation analysis, preparation of a stakeholder analysis and engagement of the stakeholders, and preparation of the project concept document are the main stages in the GBV project conceptualization. It is from project conceptualization where donors can find interest in funding the initiative. Studies have revealed that project conceptualization is a vital and a difficult stage in any project management especially when the project involves multiple stakeholders who are powerful (Carmen, Mike, & Saras, 2009).

Participatory planning in project conceptualization is one of the significant areas that influence the performance of Gender Based Violence projects. Initiatives to boost engagement in GBV projects, programmes, and policy consultation appear to offer the possibility of providing a voice and a choice to everyone with a stake through participatory planning. Bringing a gender lens to bear on

the practise of development participation may aid in the identification of strategies for amplifying the voice and access to decision-making of those who are marginalised. Studies show that participatory planning that involves several stakeholders like banks, national leaders, county level leaders and local leaders significantly influence the performance of NGO projects positively (Gedikli, 2009). The use of participatory planning was identified as a crucial technique for addressing gender-based violence in Sierra Leone (Nesbitt-Ahmed, Mills, & Diggins, 2015). Conservation plans and attempts will likely achieve intended goals and targets in GBV projects by incorporating stakeholders' views and attitudes, and by trying to seek to involve stakeholders in decision-making processes, leading to the success of NGO projects.

Stakeholder mapping is another crucial part in GBV project conceptualisation that influence the performance of the whole project. In stakeholder mapping, the stakeholder is named, then managed, and finally engaged. Research conducted in the Irish environment in 2006 (O'Donnell, O'Donovan, & Elmusharaf, 2020) found that the process of stakeholder mapping significantly influenced the success of non-governmental organization (NGO) programs by identifying and engaging with the appropriate stakeholders. Relevant stakeholders have been identified, and these include the scientific community, service providers, society groups, policymakers and government, philanthropists, and those who are marginalized in society. Most of the included policy papers make reference to one of the two national policies that are intended to direct efforts related to social integration.

#### **2.4 Project Planning and Performance of Gender-Based Violence projects**

Project planning is an early stage of a project in which the key features, structure, critical success factors, and key deliverables are all planned out. For gender-based violence (GBV) projects carried out by non-governmental organizations (NGOs), the project planning stage is an essential component of the project management procedures that have a considerable impact on the way in which the projects are carried out. When it comes to initiatives concerning GBV that are started by NGOs, project planning plays an extremely important part in directing the sponsors, stakeholders, and the project manager through the many stages of the project's inception. It is vital to plan to determine what targets will be established, how risks will be mitigated, how needless missed deadlines will be avoided, and how the GBV projects will produce the product, service, or result that was agreed upon. Lack of appropriate project planning may negatively influence the

performance of an NGO project. Studies from the Project Management Institute have shown that many organizations as of 2017 had wasted approximately \$97 million for every \$ 1 billion invested in a project due to poor project planning and design (Moira , 2018).

A case study of a success GBV project because of good planning and design is the “Addressing and Preventing GBV 2011/2012 project” by the World Bank. The project offered US\$500,000 grant from the bank as Rapid Social Response Trust Fund in Haiti to support the community-based initiatives aimed at reducing the prevalence of GBV cases in the country (Arend, 2012). Through effective planning and design, the project was implemented in partnership with MADRE (US) and Komisyon Fanm Viktim pou Viktim (KOFAVIV; Haiti) which are NGOs based in the country. The project has benefited thousands of young women in the country who face GBV through various supportive programs like education and awareness programs, and healthcare (Arend, 2012). A good project planning and design is likely to attract donors thus leading to success of the project.

Quality, cost and time are key aspects of project planning. The most common measure of project performance is completion scope of work within the agreed cost and time (Mellado, 2019). It is of the utmost importance for the success of projects that they be finished on schedule and within their budget while preserving their quality.

Participatory design and collaborative production of the project proposal by all the project's stakeholders are two additional aspects of project planning. A high degree of fragmentation is produced all the way through the design process as a direct consequence of the participation of a professional interdisciplinary design team. The degree to which project participants are integrated at any one point in time is expected to increase as more collaborative activities are included. This influences how well the project turns out (Sulfiah Dwi Astarini, 2022).

## **2.5 Project Implementation and performance of Gender-Based Violence projects**

Project implementation occurs after the planning phase, in which a team defines the project's primary goals, schedule, and financial resources. During the implementation phase, you will need to coordinate the allocation of money and evaluate the outcomes of the project to guarantee that it is completed within the allotted time and spending limit. In addition to this, it requires addressing any unanticipated issues in a manner that does not disrupt the normal operation of a proposal. At this stage of the project, the project manager evaluates the proposal to see if it will accomplish the

goals of the project, and then begins making any required adjustments. The project manager and the project implementing organization can influence the performance of a project as they conduct various processes during project implementation. (GELANA, 2022)

Project implementation also involve effective management of risks (Otieno Fred Simon, 2021). Active participation of stakeholders such as the government officers and beneficiaries is essential in the implementation of development projects. The greater the contribution and involvement of beneficiaries in terms of knowledge, skills, time, and experience leads to increased performance of a project. The involvement of government as a key stakeholder during project implementation leads to ownership, mutual interests and transparency which are key factors in performance of a project (Seokwoo Kim, 2020) .

## **2.6 Project Monitoring and Performance of Gender-Based Violence projects in NGOs**

During the beginning of the project and continuing throughout the length of the GBV project, monitoring is carried out on a consistent and ongoing basis. The gathered data focuses on inputs and outputs for the most part, and in general, it is utilized as a continuous approach to measure the effectiveness of initiatives that are executed by NGOs. GBV project evaluation, on the other hand, focuses on project performance and is primarily used to establish whether young women have truly benefited from the project's implementation. According to studies, there are significant challenges in monitoring and evaluating GBV programmes (Bartels, et al., 2019). However, monitoring and evaluation of GBV projects initiated by NGOs is crucial in achieving a positive performance of such projects.

Those working on GBV initiatives must rely heavily on monitoring and evaluation to see whether their efforts are yielding the desired results (Ivy & Stephen, 2018). The Monitoring and Evaluation unit of the NGO is in charge of project monitoring and evaluation. This company has done it all before, so they can go right into monitoring and evaluating the project. Nevertheless, the organization does not have easy access to the project's Management and Evaluation tools, and it has a little budget. A successful project is critical to the growth and development of an organisation. Most project managers recognise the importance of project monitoring and evaluation in achieving GBV project goals and success. Monitoring and evaluating a project help enhance its planning, management, and execution by revealing and fixing issues caused by straying from the original plan (Ivy & Stephen, 2018).

It is essential for GBV projects to integrate gender transformative monitoring in the monitoring processes. An important aspect of gender transformative monitoring is doing a gender role analysis with the aid of the data in order to discover how much the program has relied on traditional gender roles for the sake of accomplishing the project goal. Gender transformative monitoring is critical to women in development approach (Reno Khanna, 2016). It is therefore important for GBV projects to integrate gender transformative monitoring as it can influence the performance of the project.

Appropriate monitoring tools should be chosen. The Monitoring and Assessment of GBV Projects requires the participation of several stakeholders (Raftery, 2022). Evidence suggests that this phase calls for participation from a wide range of stakeholders, including funders, project partners, participants, community leaders, project staff, and government agencies. With appropriate monitoring of such NGO projects, the performance can be significantly improved (Raftery, 2022).

However, there are numerous ethical concerns that need to be considered in the monitoring and evaluation stage of GBV projects (Mootz, Taylor, Wainberg, & Khoshnood, 2019). When it comes to the monitoring and evaluation of GBV programs, ethics standards are very necessary in order to lower the risk of damage for everyone engaged, including project attendees, data collecting teams, and others (such as participants' family members, carers, and community members). Safety and security of all people involved in the data collection during the monitoring and evaluation of the project must be upheld.

## 2.6 Conceptual Framework

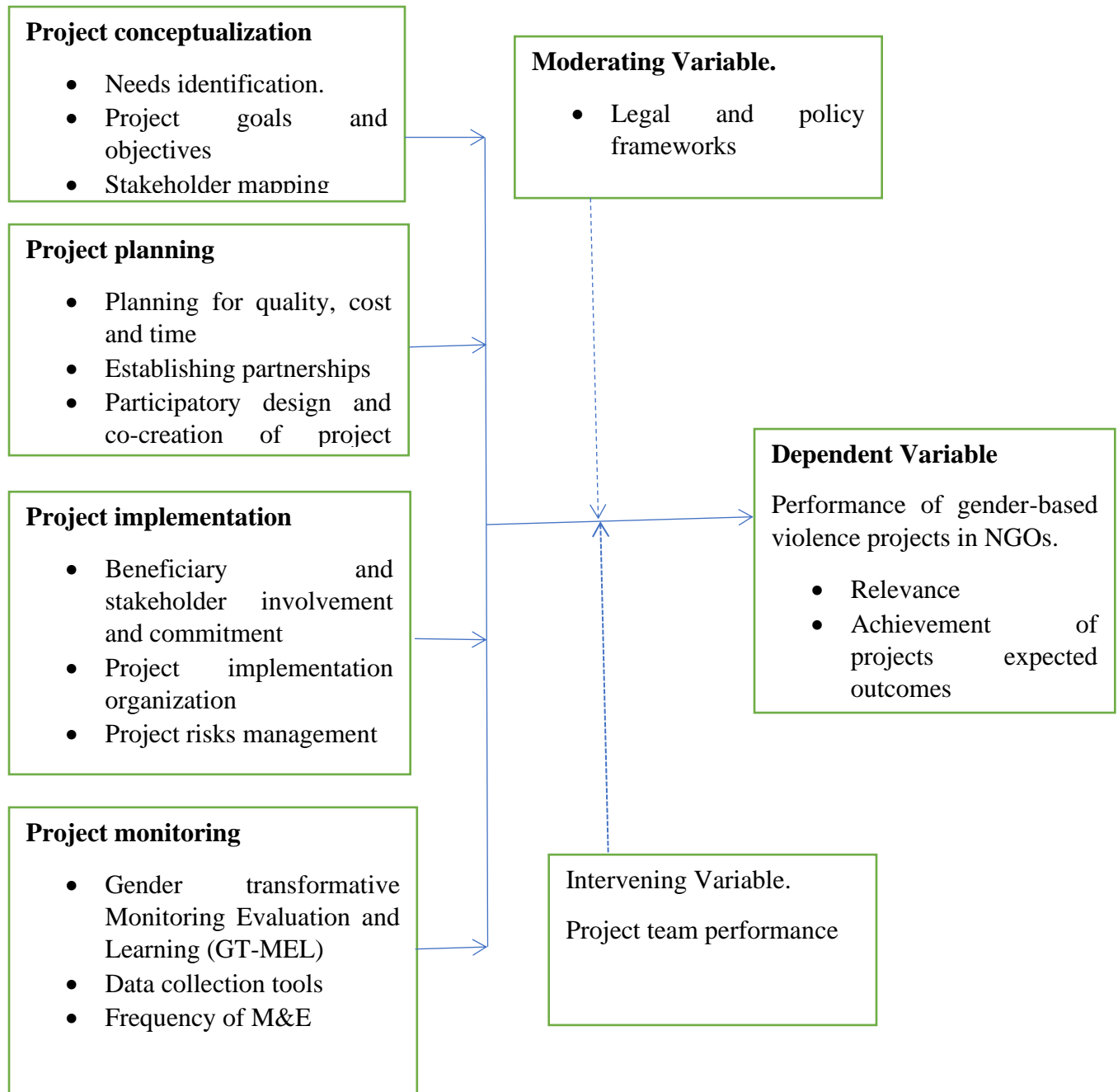


Figure 1 Conceptual framework

In any project, team performance is critical in achieving the objectives. Teamwork results in participatory planning and a robust stakeholder mapping. Moreover, teamwork results in project sustainability through quality planning. Partnerships with other stakeholders is another critical

factor in the success of NGO projects. Establishing good partnerships with the community in project implementation results in achievement of the project expected outcomes at the right time. The final stage of project management is very vital. Enhancing monitoring and evaluation helps in assessment of the project to ascertain whether the intended goals have been achieved.



## 2.7 Empirical review and knowledge gaps

**Table 1: Literature review Gaps**

<b>Variables</b>	<b>Author /Year</b>	<b>Title of the Study</b>	<b>Methodology</b>	<b>Findings of the Study</b>	<b>Knowledge gaps</b>	<b>Focus of the current study</b>
Project conceptualization	Carmen , Mike & Saras (2009)	Project conceptualisation as a vital stage of project management	Self-administered questionnaires and structured interviews	Stakeholder mapping was found to be highly influential in the performance of NGO projects	With the study focusing on the stakeholder mapping, the contribution of each of the stakeholders in the process does not come out clearly	The study will focus on how engagement of young who are key stakeholders in GBV projects in the project conceptualization influence the performance of the GBV projects.
Project planning	Arend (2012)	Influence of project planning and design on the performance of Gender-Based Violence projects in NGOs	Qualitative research	The study findings linked proper project planning and design to success of GBV projects	With success of the projects being tied to proper project planning, there are no indications of women providing input in the project planning process	The study will assess the young women involvement participatory design, establishment of partnerships and planning for quality, cost and time.

Project planning	(Sulfiah Dwi Astarini, 2022)	Integration Factors of Design Participants in Performance-Based Building Design of Commercial Property	quantitative study using a questionnaire survey	The study findings link the performance of a project to communication, collaboration and knowledge sharing during design	The study focused on construction project and not development project.	The study will focus on project planning in GBV project.
Project Implementation	(Otieno Fred Simon, 2021)	Influence of Project Risk Management on Performance of Agricultural Projects in Nakuru County; Kenya	Qualitative research	The study findings revealed that increased level of risk identification, assessment, mitigation, and monitoring increases the performance of agricultural projects	The scope of research was limited to agricultural projects in Nakuru County.	The study will focus on influence of risk management, Beneficiary and stakeholder involvement and commitment and Project implementation organization in a different scope which is a GBV project
Project monitoring and evaluation	Ivy & Stephen (2018)	Influence of project monitoring and evaluation on the performance of Gender-	Qualitative content analysis	Monitoring and evaluation were found to be critical in assisting those involved in GBV projects	With project monitoring and evaluation playing a critical role in performance	The study will examine reliable monitoring practices such as Gender Transformative

		Based Violence projects in NGOs		in determining whether progress is being made in accordance with expectations	ce of GBV projects, there is a challenge with the techniques used in monitorin g and evaluation as most of them are not reliable.	Monitoring Evaluation and Learning (GT-MEL) , Data collection tools and Frequency of M&E and their influence on the performance of GBV projects
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## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The strategy and the overarching concept that drives this inquiry were covered in this section. Study objectives, population, sample plan, data collection tools, data analysis strategies, ethical considerations, and variable definitions were all addressed in this chapter.

#### 3.2 Research Design

Both correlational and descriptive methodologies were employed in this investigation. The cross-sectional questionnaire survey served as the descriptive method. Researchers may learn more about an area of study at a certain point in time by conducting a cross-sectional survey. Surveys are adaptable in that they can cover a broad spectrum of human behavior as well as a variety of contexts and may be utilized with a wide variety of population types. In addition, when information regarding what is occurring right now is necessary, it is rather easy to carry out a survey (Connelly, 2016).

In addition, the cost of doing research using cross-sectional surveys is often lower than the cost of conducting research using experimental or other methods. A survey that is completed using paper and pencil may either be photocopied and passed around within an organization or it can be sent to the respondents. In addition to using a paper-and-pencil survey or an online survey, you may also gather data by conducting a survey in person with respondents. Lastly, since all of the data is gathered at once, there is a decreased likelihood that participants may withdraw before the research project is finished (Connelly, 2016). As a result, this method is the one that is going to be used in the research endeavor the most. It is also planned to adopt a correlational study strategy, which will explore the links that exist between variables despite the fact that the researcher will not control or influence any of the variables.

#### 3.3 Population of the study

The target population was 816 comprising of young women TOTs, project staff, technical partners and women rights organizations in the Young Women for Awareness, Agency, Advocacy and Accountability Project at Young Women's Christian Association (YWCA) Kenya. Table 2 indicates the target population of the study.

**Table 2: Target Population**

<b>Population</b>	<b>Frequency</b>	<b>%</b>
Young Women TOTs	800	98.0
Project Staff	6	0.7
Technical Partners	4	0.5
Women Rights Organizations	6	0.7
<b>Total</b>	<b>816</b>	<b>100.0</b>

**Source: YWCA Kenya (2022)**

### 3.4 Sample Size

The investigation included a total of 265 participants. Krejcie and Morgan (1970) devised a table that may serve as a convenient guide for determining the suitable sample size for any given population. Based on the reference table, the optimal sample size for a population of 816 is 265 persons.

**Table 3: Sample Size**

<b>Population</b>	<b>Population</b>	<b>Sample</b>	<b>(%)</b>
Young Women TOTs	800	259	98.1
Project Staff	6	3	0.7
Technical Partners	4	1	0.5
Women Rights Organizations	6	2	0.7
<b>Total</b>	<b>816</b>	<b>265</b>	<b>100.0</b>

**Source: YWCA Kenya (2022)**

#### 3.4.1 Sampling Procedure

The proposed sampling procedure to be used for this research was random selection probability sampling procedure because of its higher level of reliability when it comes to research findings and the absence of systematic errors and errors that arise from bias (Levin, 2006).

Probability Sampling takes place when the chance of any given person being picked is known and when the people being sampled do not interact with one another in any way. This is also referred to as a random sample in certain circles. To conduct what is known as simple random sampling, a researcher needs just utilize a random number generator to choose participants. Instead, the

researcher may include every nth person (known as systematic sampling). In addition, researchers may segment their target population into strata and use the aforementioned methods within each stratum in order to ensure that they have a sufficient number of participants from each stratum from whom to draw conclusions (Levin, 2006).

### **3.5 Data Collection**

For this study, a questionnaire was used to collect data. The questionnaire was divided in six sections. The questionnaire was administered to each sampled individual. The respondents were given an ample time of 6 hours to fill the questionnaires then they were collected for analysis.

The proposed data collection procedures are to be as follows; introductory letter describing the survey to YWCA Kenya was sent one week before the actual intended day for data collection. The introductory letter was include the telephone number in case the organization might need more information concerning the survey. A pre-visit to YWCA Kenya was done in order to be familiar with the place and have a rough idea on what sample size to settle on per station. The questionnaires was then be administered to the selected sample.

### **3.6 Test of Validity and Reliability**

#### **3.6.1 Validity of the Instrument**

Piloting of the questionnaire will assess the content validity of the questions as well as the application and predictive capacity of using questionnaire items. This will be accomplished by gathering opinions from the respondents and evaluating them. In this scenario, a sample equal to ten percent of the random sample will be utilized for piloting, and the validity of employing questionnaires as a data collecting instrument will be evaluated through an assessment based on the consistent feedback gained from the respondents. The supervisor of the research will give the opinion on the questionnaire items thus ensuring content validity.

#### **3.6.2 Reliability of the Instrument**

Internal Consistency was considered for reliability. The investigation used split half correlation to conduct reliability testing. To achieve this, it compares the results of half of a set of scaled items to the results of the other half, so calculating the degree of internal consistency (Ganesh, 2009). The study was divided into a first and a second part. The findings of the exam's first and second sections were comparable, demonstrating that the test had high levels of internal reliability.

### 3.7 Data Analysis

Data analysis is the systematic procedure used to extract important insights from extensive volumes of data. This may be accomplished by using analytical and statistical techniques to examine, cleanse, transform, and organize data. Analyzed data was subjected to both descriptive and inferential statistical analysis. The descriptive statistics included the frequency distribution, the mean, and the percentages. Due to the qualitative character of the data, the factor analysis approach was deemed the most suitable for data analysis. The data was organized into cohesive elements or linked to a unified underlying construct, depending on the research questions supplied in the questionnaire. Correlation analysis was used to assess the relationship between the variables.

### 3.8 Operational definition of the variables

**Table 4: Operational definition of variables**

Objectives	Variables	Indicators	Measuring Scale	Research Approach	Tools of Analysis
Establish how project conceptualization influence the performance of gender-based violence in NGOs	Project conceptualization	<ul style="list-style-type: none"> <li>• Needs identification</li> <li>• Project goals and objectives</li> <li>• Stakeholder mapping</li> </ul>	Ratio	Qualitative and quantitative	Factor analysis  Standard deviation  Arithmetic mean
Examine how project planning influence the performance of gender-based violence in NGOs	Project planning and design	<ul style="list-style-type: none"> <li>• Planning for quality, cost, and time</li> <li>• Establishing partnerships</li> <li>• Participatory design and co-creation of project proposal</li> </ul>	Ratio	Qualitative and quantitative	Factor analysis  Standard deviation  Arithmetic mean

Investigate how project implementation process influence the performance of gender-based violence in NGOs	Project implementation	<ul style="list-style-type: none"> <li>• Beneficiary and stakeholder involvement and commitment</li> <li>• Project implementation organization</li> <li>• Project risks management</li> </ul>	Ratio	Qualitative and quantitative	<p>Factor analysis</p> <p>Standard deviation</p> <p>Arithmetic mean</p>
Establish how project monitoring influence the performance of gender-based violence in NGOs	Project monitoring and evaluation	<ul style="list-style-type: none"> <li>• Gender transformative Monitoring Evaluation and Learning (GT-MEL)</li> <li>• Data collection tools</li> <li>• Frequency of M&amp;E</li> </ul>	Ratio	Qualitative and quantitative	<p>Factor analysis</p> <p>Standard deviation</p> <p>Arithmetic mean</p>



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter presents the analysis and the results of the study. The overall aim of this study was to assess the efficiency with which NGOs' efforts to combat gender-based violence were impacted by the project management practices they used. The research was based on the acquired data from the questionnaires.

#### 4.2 Response rate

The study's sample consisted of 265 respondents. Based on the findings, it was determined that out of the 265 individuals who were targeted to participate in the study, only 158 individuals provided complete responses to the questionnaires. The response rate was 59.62%. Some of the factors that contributed to the response rate were that the intended target population, mostly young women were hard to reach and contact as some have moved from their former geographical areas in pursuit of education, careers, or other diverse reasons.

#### 4.3 Demographic information

The research aimed to determine the demographic attributes of the participants. Results were presented in the tables below.

##### 4.3.1 Gender

The participants were asked to specify their gender. Their replies were shown in the table provided below.

**Table 5: Gender**

<b>Gender</b>	<b>F</b>	<b>%</b>
Male	2	1.27%
Female	153	96.84%
Non-Binary	3	1.90%
<b>TOTAL</b>	<b>158</b>	<b>100</b>

Results in table 4.1 show that 97% of the respondents were female, 2% were non-binary and 1% were male.

### 4.3.2 Age of the respondents

The respondents were asked to indicate their age bracket. Their responses were shown in the table 4.1 below.

**Table 6: Age of the respondents**

<b>Age</b>	<b>F</b>	<b>%</b>
18-30	120	75.95%
31-40	27	17.09%
41-50	11	6.96%
Over 50 years	0	0.00%
<b>Total</b>	<b>158</b>	<b>100%</b>

The largest group of respondents falls within the age range of 18-30, with a frequency of 120 individuals, representing 75.95% of the total. Following is the age group of 31-40, comprising 27 individuals (17.09%). The final age group of 41-50 has 11 respondents which represents 6.96% of the total.

### 4.3.3 Level of education

The research aimed to determine the educational attainment of the participants. The findings corresponded to the visual representation shown in table 7.

**Table 7: Level of education**

<b>Level of education</b>	<b>F</b>	<b>%</b>
Primary Certificate	3	1.86%
Secondary Certificate	26	16.15%
Diploma	64	39.75%
Undergraduate degree	52	32.30%
Post graduate degree	13	8.07%
<b>Total</b>	<b>158</b>	<b>100%</b>

Majority of the respondents (39.75%) had diploma as the highest level of education. Respondents with undergraduate degree followed closely at 32.30% and 16.15% of the respondents had secondary certificate as the highest level of education. Respondents with post graduate and primary certificate represented 8.07% and 1.86% of the respondents respectively.

#### 4.3.4 Role in the YW4A programme

The study sought to establish the role of the respondents in the YW4A programme. The results were as illustrated in table 4.2.

**Table 8: Role in the YW4A programme**

<b>Role</b>	<b>Frequency</b>	<b>Percentage</b>
Young Woman TOT	136	86.08%
Technical Partner	1	0.63%
Project Staff	3	1.90%
Women Rights Organization (WRO)	18	11.39%
<b>Total</b>	<b>158</b>	<b>100%</b>

Majority of the respondents played the role of Young Woman TOT (86.08%). Women Rights Organization (WRO) role was played by 11.39% of the respondents and 1.90% of the respondents were project staff and 0.63% represented the technical partner in the programme. Young women are attached to women rights organizations therefore there could be some chosen the WRO category in the questionnaire. These did not affect the finding as the same questionnaire was administered to all the respondents.

#### 4.3.4 Region

The study sought to establish the region of the respondents in the YW4A programme. The results were as illustrated in figure 4.3.

**Table 9: Region**

<b>Region</b>	<b>Frequency</b>	<b>Percentage</b>
Meru	75	47.20%
Kisii	66	41.61%
Migori	1	0.62%
Nairobi( for YWCA Kenya Staff and Technical Partners)	16	10.56%
<b>Total</b>	<b>158</b>	<b>100%</b>

Majority of the respondents (47.20%) were from the Meru region followed by 41.61% who were from Kisii region. Respondents from Nairobi region made up 10.56% of the respondents and those from Migori region made up only 0.62% of the respondents.

#### 4.4 Performance of gender-based violence projects in NGOS

The participants were asked to express their degree of agreement on comments about the effectiveness of GBV programs.

**Table 10: Performance of gender-based violence projects in NGOS**

Statements on performance of GBV projects in NGOs	1	2	3	4	5	Mean	Std Dev
	%	%	%	%	%		
Relevance- The project is relevant to the gaps in addressing gender based violence in Kenya	2.04%	1.36%	5.44%	29.93%	61.22%	<b>4.47</b>	<b>0.584</b>
The project is relevant to specific needs of young women	1.36%	6.12%	6.80%	31.29%	54.42%	<b>4.31</b>	<b>0.847</b>
Achievement of projects expected outcomes- Implementation of the project activities will lead to the desired outcomes.	0.00%	0.69%	8.28%	39.31%	51.72%	<b>4.42</b>	<b>0.867</b>
The project's strategy can be replicated in other regions	0.00%	2.07%	6.21%	36.55%	55.17%	<b>4.45</b>	<b>0.545</b>
Project sustainability- The project has put relevant measures to ensure sustainability	0.00%	6.16%	8.90%	41.78%	43.15%	<b>4.22</b>	<b>0.862</b>
<b>Composite mean and standard deviation</b>						<b>4.37</b>	<b>0.741</b>

The study results revealed that 61.22% (mean=4.47) strongly agreed that the project was relevant to the gaps in addressing gender based violence in Kenya, 55.17% (mean=4.45) strongly agreed that the project's strategy can be replicated in other regions, 51.72% (mean=4.42) strongly agreed

that implementation of the project activities will lead to the desired outcomes, 54.42% (mean=4.31) strongly agreed that the project is relevant to specific needs of young women whereas 43.15% strongly agreed that the project has put relevant measures to ensure sustainability (mean=4.22).

#### 4.5 Project conceptualization and performance of Gender Based Violence projects in NGOs

The respondents were requested to indicate the level of agreement on statements on the influence of project conceptualization on the performance of GBV projects.

**Table 11: Project conceptualization**

Statements on project conceptualization	1	2	3	4	5	Mean	Std dev
	%	%	%	%	%		
The project goals and objectives are clearly defined	0.76%	0.76%	3.03%	35.61%	59.85%	<b>4.53</b>	<b>0.867</b>
We do brainstorm project ideas with the relevant stakeholders	1.50%	6.02%	9.02%	48.12%	35.34%	<b>4.10</b>	<b>0.545</b>
Engaging stakeholders in the conception of the project has ensured that the project is aligned with their specific requirements.	0.76%	2.29%	9.16%	44.27%	43.51%	<b>4.27</b>	<b>0.862</b>
Involving young women in conceptualization of project ideas has enabled the project to be relevant to their needs	0.75%	2.26%	7.52%	37.59%	51.88%	<b>4.38</b>	<b>0.843</b>
The project meets the needs of young women in addressing GBV	0.75%	0.75%	7.52%	41.35%	49.62%	<b>4.38</b>	<b>0.794</b>
<b>Composite mean and standard deviation</b>						<b>4.33</b>	<b>0.782</b>

Based on the results provided, the standard deviation indicates a significant range, suggesting that the data follows a normal distribution. Additionally, the average score for conceptualization was found to be 4.33. The findings revealed that 59.85% strongly agreed that the project goals and objectives are clearly defined (mean=4.53), 51.88% strongly agreed that involving young women in conceptualization of project ideas has enabled the project to be relevant to their needs (mean=4.38), 49.62% strongly agreed that the project meets the needs of young women in addressing GBV (mean=4.38), 43.51% strongly agreed that involving stakeholders in

conceptualization of project has enabled the project to be relevant to their needs (mean=4.27) and finally 35.34% strongly agreed that they do brainstorm project ideas with the relevant stakeholders (mean=4.10).

#### 4.5.1 Factor analysis for project conceptualization

Factor analysis was undertaken to reduce the factors used in the explanation of the influence of project conceptualization.

**Table 12: Communalities for project conceptualization**

	<b>Initial</b>	<b>Extraction</b>
The project goals and objectives are clearly defined	1.000	.892
We do brainstorm project ideas with the relevant stakeholders	1.000	.888
Engaging stakeholders in the conception of the project has ensured that the project is aligned with their specific requirements	1.000	.848
Involving young women in conceptualization of project ideas has enabled the project to be relevant to their needs	1.000	.850
The project meets the needs of young women in addressing GBV	1.000	.722
The project goals and objectives are clearly defined	1.000	.853

The study aimed to identify the main factors that impact the effectiveness of projects addressing gender-based violence. It was discovered that all the factors had an extraction greater than 0.700 proportion of variance, indicating their significant impact on the performance of gender-based violence projects. These factors vary in their level of importance, with the project goals and objectives being the most clearly defined (0.892 extraction) and the project's ability to address GBV among young women being of lesser importance (0.722 extraction).

**Table 13: Contribution of extracted variables for project conceptualization**

<b>Component</b>	<b>Initial Eigen values</b>			<b>Extraction Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
C1	4.6	57.1	87.6	4.6	87.6	87.6
C2	0.7	9.2	66.3			
C3	0.7	8.4	74.8			
C4	0.6	7.0	81.8			
C5	0.5	6.1	87.9			
C6	0.4	5.0	92.9			

The first two components have Eigen values greater than 1.00, and they collectively account for 87.6% of the total variability in the data. The components consist of the factors that possess the highest extraction value, encompassing: The project goals and objectives are clearly defined, and we do brainstorm project ideas with the relevant stakeholders.

#### 4.6 Project planning and performance of Gender Based Violence projects in NGOs

The respondents were requested to indicate the level of agreement on statements on the influence of project planning on the performance of GBV projects.

**Table 14: Project planning**

<b>Statements on project planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std dev</b>
Project cost and quality are essential in planning process	0.83%	0.00%	6.67%	47.50%	45.00%	<b>4.36</b>	<b>0.151</b>
Availability of time is essential while planning for the project activities	0.83%	0.83%	3.36%	38.66%	56.30%	<b>4.49</b>	<b>0.812</b>
Participatory design and co-creation of project proposal is essential in project planning	0.83%	0.00%	7.44%	40.50%	51.24%	<b>4.41</b>	<b>0.615</b>
Establishment of partnership with other organizations during projects planning impacts performance of the project	1.67%	0.83%	5.00%	35.00%	57.50%	<b>4.46</b>	<b>0.863</b>
The project involves stakeholders during planning	0.00%	5.83%	10.00%	40.00%	44.17%	<b>4.22</b>	<b>0.121</b>
<b>Composite mean and standard deviation</b>						<b>4.39</b>	<b>0.512</b>

Based on the aforementioned findings, the standard deviation indicates that the data falls within a significant range, suggesting that the data exhibits a normal distribution. Additionally, the overall average for planning is 4.39. The study findings revealed that 56.30% strongly agreed that availability of time is essential while planning for the project activities (mean=4.49), 57.50% strongly agreed that establishment of partnership with other organizations during projects planning impacts performance of the project (mean=4.46), 51.24% strongly agreed that participatory design and co-creation of project proposal is essential in project planning (mean=4.41), 47.50% agreed

that project cost and quality are essential in planning process (mean=4.36) and finally 44.17% strongly agreed that the project involves stakeholders during planning (mean=4.22).

#### 4.6.1 Factor analysis for project planning

Factor analysis was undertaken to reduce the factors used in the explanation of the influence of project planning.

**Table 15: Communalities for project planning**

	<b>Initial</b>	<b>Extraction</b>
Project cost and quality are essential in planning process	1.000	.770
Availability of time is essential while planning for the project activities	1.000	.739
Participatory design and co-creation of project proposal is essential in project planning	1.000	.667
Establishment of partnership with other organizations during projects planning impacts performance of the project	1.000	.674
The project involves stakeholders during planning	1.000	.598

The study aimed to identify the crucial project planning factors that impact the effectiveness of gender-based violence projects. It was discovered that all the factors had an extraction greater than 0.500 proportion of variance, indicating their significant impact on the performance of gender-based violence projects. Various factors play a role in the planning process, with project cost and quality being of utmost importance (0.770 extraction). On the other hand, involving stakeholders during planning has a relatively lower significance (0.598 extraction).

**Table 16: Contribution of extracted variables for project planning**

<b>Component</b>	<b>Initial Eigen values</b>			<b>Extraction Sums of Squared Loadings</b>	
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>% of Variance</b>	<b>Cumulative %</b>
S1	3.44	57.26	57.26	57.26	57.26
S2	0.70	11.68	68.94	68.94	68.94
S3	0.58	9.66	78.60		
S4	0.50	8.40	87.00		
S5	0.39	6.55	93.55		

The first two components have Eigen values greater than 1.00, and when combined, they account for 68.94% of the total variability in the data. The components consist of the factors that possess



the highest extraction value, encompassing: Project cost and quality are essential in planning process and Availability of time is essential while planning for the project activities.

#### 4.7 Project implementation and performance of Gender Based Violence projects in NGOs.

The respondents were requested to indicate the level of agreement on statements on the influence of project implementation on the performance of GBV projects.

**Table 17: Project implementation**

<b>Statements on project implementation</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>Mean</b>	<b>Std dev</b>
The project beneficiaries are effectively involved in the implementation of the project	0.89%	5.36%	10.71%	50.89%	32.14%	<b>4.08</b>	<b>0.254</b>
Stakeholder involvement in the project has created buy-in and ownership of the project	1.79%	5.36%	18.75%	44.64%	29.46%	<b>3.95</b>	<b>0.521</b>
The project has activities aimed at enhancing capacities of implementing organizations.	0.00%	0.90%	8.11%	51.35%	39.64%	<b>4.30</b>	<b>0.584</b>
Risk assessment during project implementation is essential	2.70%	0.00%	9.01%	46.85%	41.44%	<b>4.24</b>	<b>0.698</b>
The project has mapped possible risks and has a risk mitigation strategy.	0.89%	3.57%	26.79%	42.86%	25.89%	<b>3.89</b>	<b>0.764</b>
<b>Composite mean and standard deviation</b>						<b>4.09</b>	<b>0.564</b>

Based on the results provided, the standard deviation indicates a significant range, suggesting that the data follows a normal distribution. Additionally, the overall average for project implementation is 4.09. The findings revealed that 51.35% of the respondents agreed that the project has activities aimed at enhancing capacities of implementing organizations (mean=4.30), 46.85% agreed that risk assessment during project implementation is essential (mean=4.24), 50.89% agreed that the

project beneficiaries are effectively involved in the implementation of the project (mean=4.08), 44.64% agreed that stakeholder involvement in the project has created buy-in and ownership of the project (mean=3.95) and finally 42.86% of the respondents agreed that the project has mapped possible risks and has a risk mitigation strategy (mean=3.89).

#### 4.7.1 Factor analysis for project implementation

Factor analysis was undertaken to reduce the factors used in the explanation of the influence of project implementation.

**Table 18: Communalities for project implementation**

	<b>Initial</b>	<b>Extraction</b>
The project beneficiaries are effectively involved in the implementation of the project	1.000	.797
The inclusion of stakeholders in the project has fostered a sense of commitment and responsibility towards the initiative	1.000	.817
The project has activities aimed at enhancing capacities of implementing organizations.	1.000	.915
Risk assessment during project implementation is essential	1.000	.878
The project has mapped possible risks and has a risk mitigation strategy.	1.000	.837

The study aimed to identify the main factors that impact the performance of gender-based violence projects during implementation. All the factors in the study had an extraction greater than 0.700 proportion of variance, indicating their significant impact on the performance of gender-based violence projects. These factors vary in terms of their extraction levels. The project includes activities that aim to enhance the capacities of implementing organizations, with one factor having a high extraction level of 0.915, while another factor has a lower extraction level. The project beneficiaries play a crucial role in the implementation of the project, which achieved an extraction rate of 0.797.

**Table 19: Contribution of extracted variables for project implementation**

<b>Component</b>	<b>Initial Eigen values</b>			<b>Extraction Sums of Squared Loadings</b>	
	<b>Total</b>	<b>% of Variance</b>	<b>of Cumulative %</b>	<b>% of Variance</b>	<b>Cumulative %</b>
S1	4.46	47.26	47.26	47.26	47.26

S2	0.70	12.68	78.94	<u>78.94</u>	<u>78.94</u>
S3	0.85	8.66	81.60		
S4	0.72	6.40	78.00		
S5	0.41	8.55	94.55		

The components with an Eigen value of over 1.00 are all the components and together they explain 78.94% of the total variability of the data.

#### 4.8 Project monitoring and performance of Gender Based Violence projects in NGOs

The respondents were requested to indicate the level of agreement on statements on the influence of project monitoring on the performance of GBV projects.

**Table 20: Project monitoring**

Statements on project monitoring	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std dev
The project has implemented monitoring strategies, tools, and procedures.	0.00%	1.94%	10.68%	45.63%	41.75%	<b>4.27</b>	<b>0.789</b>
Monitoring is conducted on regular basis.	0.00%	4.76%	12.38%	51.43%	31.43%	<b>4.10</b>	<b>0.621</b>
Monitoring in the project is designed to Centre girls and young women in all their intersecting identities.	0.95%	1.90%	15.24%	46.67%	35.24%	<b>4.13</b>	<b>0.418</b>
Project monitoring guarantees the attainment of all project goals and objectives.	0.96%	0.00%	5.77%	45.19%	48.08%	<b>4.39</b>	<b>0.796</b>
The project uses gender transformative and feminist principles in monitoring progress.	0.00%	0.00%	7.77%	46.60%	45.63%	<b>4.38</b>	<b>0.841</b>
<b>Composite mean and standard deviation</b>						<b>4.25</b>	<b>0.693</b>

Based on the results provided, the standard deviation indicates that the data follows a normal distribution, and the average for project monitoring is 4.25. The study findings revealed that 48.08% of the respondents strongly agreed that monitoring of the projects ensures achievement of

all project goals and objectives (mean=4.39), 46.60% agreed that the project uses gender transformative and feminist principles in monitoring progress (mean=4.38), 45.63% agreed that the project has put in place monitoring plans, tools and processes (mean=4.27), 46.67% agreed that monitoring in the project is designed to Centre girls and young women in all their intersecting identities (mean=4.13) and finally 51.43% of the respondents agreed that monitoring is conducted on regular basis (mean=4.10).

#### 4.8.1 Factor analysis for project monitoring

Factor analysis was undertaken to reduce the factors used in the explanation of the influence of project monitoring. This was important because the researcher was able to identify the key factors that explain project monitoring.

**Table 21: Communalities for project monitoring**

	<b>Initial</b>	<b>Extraction</b>
The project has put in place monitoring plans, tools and processes.	1.000	.907
Monitoring is conducted on regular basis.	1.000	.916
Monitoring in the project is designed to Centre girls and young women in all their intersecting identities	1.000	.857
Project monitoring guarantees the attainment of all project goals and objectives.	1.000	.915
The project uses gender transformative and feminist principles in monitoring progress.	1.000	.865

The study aimed to identify the main factors that impact the performance of gender-based violence projects through project monitoring. It was found that all the factors had an extraction greater than 0.800 proportion of variance, indicating their significant impact on the performance of gender-based violence projects. These factors vary in their extraction levels, with monitoring being conducted on a regular basis having the highest extraction rate of 0.916, and another factor having the lowest extraction rate. The monitoring in the project aims to prioritize the inclusion of girls and young women, considering all the different aspects of their identities.

**Table 22: Contribution of extracted variables for project monitoring**

<b>Component</b>	<b>Initial Eigen values</b>			<b>Extraction Sums of Squared Loadings</b>	
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>% of Variance</b>	<b>Cumulative %</b>
S1	2.25	58.19	58.19	58.19	58.19

S2	1.76	11.68	68.94	<u>91.35</u>	<u>91.35</u>
S3	0.32	8.96	55.21		
S4	0.50	5.42	74.15		
S5	1.93	3.311	89.45		

The components with an Eigen value of over 1.00 are the first 2 components and together they explain 91.35% of the total variability of the data. The components with the highest extraction value include: Monitoring is conducted on regular basis and ownership of the project and Project monitoring guarantees the attainment of all project goals and objectives.

#### 4.9 Inferential analysis

##### 4.9.1 Correlation analysis

The study aimed to examine the correlation between the study variables. The findings are displayed in table 4.19.

**Table 23: Relationship between study variables**

		<b>Correlations</b>				
		Conceptualization Planning	Implementation	Project monitoring	Project performance	
Conceptualization	Pearson Correlation	1				
	Sig. (2tailed)					
Planning	Pearson Correlation	.579**	1			
	Sig. (2tailed)	0.000	0.000			
Implementation	Pearson Correlation	0.417	0.114	1		
	Sig. (2tailed)	0.652	0.326	0.000		
Project monitoring	Pearson Correlation	0.687	.843	.438	1	
	Sig. (2tailed)	0.210	0.192	0.311	0.000	
<b>Project performance</b>	Pearson Correlation	.637**	.587**	.546**	.589**	1
	Sig. (2tailed)	0.000	0.000	0.000	0.000	0.000

N	158	158	158	158	158
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**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

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Source: Research data (2023)

The study findings revealed a noteworthy correlation between project conceptualization and project performance ( $r=0.637$ ,  $p=0.000$ ). A Pearson correlation coefficient of 0.637 indicated a significant positive correlation between project conceptualization and project performance. The study found a strong correlation between project planning and project performance ( $r=0.587$ ,  $p=0.000$ ). The Pearson correlation coefficient of 0.587 indicates a significant positive correlation between project planning and project performance. The study found a strong correlation between project implementation and project performance ( $r=0.546$ ,  $p=0.000$ ). The Pearson correlation coefficient of 0.546 indicates a weak positive correlation between implementation and project performance. Additionally, there is a significant relationship between project monitoring and project performance, with a correlation coefficient of 0.589 and a p-value of 0.000. The Pearson correlation coefficient of 0.587 indicates a positive correlation between project monitoring and project performance.

#### **4.9.2 Regression analysis**

The study performed ANOVA and multiple regression models to estimate the relationships between the study variables. The study results were as tabulated in table 4.20 and table 4.21.

#### **Table 24: ANOVA**

<b>Model Summary</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	.889 <sup>a</sup>	0.790	0.773	0.0806	99.676	0.000 <sup>b</sup>

The ANOVA model revealed a correlation coefficient of 0.889, suggesting a significant level of correlation. The overall variation in project performance was 77.3%, which can be attributed to the implementation of project management practices (R Square=0.790).

The study findings indicated that the ANOVA model accurately predicted project performance with a high level of significance (p=0.000<sup>b</sup>). The statistical significance of the regression model was demonstrated, indicating that the model effectively predicted project performance based on the data.

**Table 25: Regression coefficients**

<b>Coefficients<sup>a</sup></b>					
<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	1.369	0.214		1.658	0.000
Conceptualization	0.563	0.014	0.538	9.744	0.000
Planning	0.417	0.019	0.317	6.614	0.000
Implementation	0.631	0.024	0.486	9.834	0.000
Project monitoring	0.288	0.027	0.483	9.717	0.000

The regression equation generated for the study was as follows;

$$Y = 1.369 + 0.563x_1 + 0.417x_2 + 0.631x_3 + 0.288x_4$$

Project monitoring guarantees the attainment of all project goals and objectives. The regression equation indicates that when all practices are held constant at zero, the performance of gender-

based violence projects is estimated to be 1.369. Increasing project conceptualization by one unit is associated with a 0.563 increase in the performance of gender-based violence projects. Similarly, a one unit increase in project planning is associated with a 0.417 increase in performance, a one unit increase in project implementation is associated with a 0.631 increase in performance, and a one unit increase in project monitoring is associated with a 0.288 increase in performance. All variables were statistically significant, as shown by their p-value of 0.000.

#### **4.10 Discussion of findings**

The study demonstrated that during the process of project conceptualization, it is crucial to establish clear and concise goals and objectives for the project. Establishing clear roles and responsibilities within a project has been shown to enhance project performance. This suggests that the success of a project is greatly impacted by the initial conceptualization and the team responsible for its execution. Projects that are not well-defined in terms of their objectives and goals may fail to achieve their intended outcomes, even if they are meticulously planned. The results of this study support the findings of Kaniaru (2014), which showed that the way a project is conceptualized and the competences of the project manager both have an impact on project performance. Conceptualization is a valuable tool for determining the extent of a project, as well as estimating its cost and time requirements. This measure guarantees cost control and adherence to project timelines. According to Hermano and Martín-Cruz (2012), when projects are effectively conceptualized, they tend to succeed in terms of cost, time, and quality.

The study also revealed that sufficient time is of utmost importance when coordinating project activities. The findings aligned with Mellado's (2019) study, which highlighted the importance of timely project completion, staying within budget, and upholding quality standards to achieve success. These findings are consistent with the results of a study conducted by Novo et al. (2017) that investigated project planning and its influence on the success of project management. The study discovered a clear link between leadership and project planning proficiency. There exists a significant connection between the leadership and the achievement of their projects. The study conducted by Buba and Tanko (2017) examined the impact of project planning on the quality performance of construction projects. The study uncovered that the project manager's capacity to offer guidance plays a vital role in ensuring effective project planning. This, in turn, elevates the artistic quality of the project and promotes enhanced functional relationships.



The research emphasized the need of doing risk assessment throughout project execution. Njuguna's (2019) research found a strong and favorable association between risk control and project performance. Furthermore, according to Otieno Fred Simon (2021), the systematic procedure of recognizing, evaluating, minimizing, and overseeing risks has a beneficial influence on the overall effectiveness of a project. The findings of this study align with prior investigations. The research also found that the participation of stakeholders and beneficiaries is crucial in achieving project success, in line with the findings of a study performed by Njogu (2016). Njogu found that including stakeholders in project monitoring significantly affects the performance of the automotive pollution reduction project. According to a research done by Adan (2012), the active participation of project managers and government officials in project execution resulted in improved project performance.

The study revealed that monitoring projects is essential for guaranteeing the effective achievement of all project goals and objectives. The results align with a research carried out by Waithera and Wanyoike (2015) that found that only staff training had a statistically significant influence on the performance of project monitoring and assessment in youth sponsored agribusiness enterprises. Ngatia (2016) did a research to investigate the variables that influence the implementation of participatory monitoring and evaluation systems in community-based development initiatives in Kibera Slum, Kenya. The analysis identified many deficiencies in the monitoring strategies, tools, and procedures used in these initiatives. Failure to address these deficiencies might significantly hinder the program's achievement. Nzigu and Karanja (2018) emphasized the need of using a variety of project monitoring and evaluation instruments to ensure the success of a project. The research emphasized the need of regularly executing the monitoring and evaluation function and its activities throughout the whole project, rather than just at the end. It is recommended to designate a budget to provide financial assistance for these monitoring and evaluation efforts.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents a concise overview of the results from chapter four, as well as the conclusions and suggestions derived from the study's goals.

#### 5.2 Summary of findings

##### 5.2.1 Project conceptualization and performance of Gender Based Violence projects in NGOs.

The first objective of the study was to establish how project conceptualization influences the performance of Gender-based violence projects in YWCA Kenya. The study discovered that the project goals and objectives are well-defined, and the inclusion of young women in the conceptualization of project ideas has ensured that the project is tailored to their specific needs. The study also discovered that the project effectively addresses the needs of young women in combating GBV. By involving stakeholders in the project's conceptualization, it has ensured that the project remains relevant to their specific needs. The study findings revealed a noteworthy correlation between project conceptualization and project performance ( $r=0.637$ ,  $p=0.000$ ).

##### 5.2.2 Project planning and performance of Gender Based Violence projects in NGOs.

The second objective of the study was to examine how project planning influence, the performance of Gender-Based Violence projects in YWCA Kenya. The study discovered that time availability is crucial when planning for a project, and establishing partnerships with other organizations during project planning has a significant impact on project performance. In addition, the study revealed the importance of involving stakeholders in the design and development of project proposals. It also emphasized the significance of considering project cost and quality during the planning process. The study concluded that the project actively engages stakeholders in the planning process. The study found a strong correlation between project planning and project performance, with a correlation coefficient of 0.587 and a p-value of 0.000.

##### 5.2.3 Project implementation and performance of Gender Based Violence projects in NGOs

The third objective of the study was to investigate how the project implementation influences the performance of Gender-Based Violence projects in YWCA Kenya. The study revealed that the GBV project focuses on improving the capabilities of implementing organizations and emphasizes the importance of conducting risk assessments during project implementation. The study also

discovered that the project beneficiaries play a significant role in the project's execution, and the active participation of stakeholders has fostered a sense of commitment and responsibility towards the project. The study has concluded that the project has successfully identified potential risks and developed a strategy to address them. The study found a strong correlation between project implementation and project performance, with a correlation coefficient of 0.546 and a p-value of 0.000.

#### **5.2.4 Project monitoring and performance of Gender Based Violence projects in NGOs.**

The fourth specific objective of the study sought to establish how project monitoring influence, the performance of Gender-Based Violence projects in YWCA Kenya. The study's findings indicate that closely monitoring projects is crucial for successfully achieving all project goals and objectives. The study also discovered that the project incorporates gender transformative and feminist principles in monitoring progress. Additionally, the project has implemented monitoring plans, tools, and processes to evaluate the GBV projects. The study's findings highlight the importance of monitoring in the project, which aims to prioritize girls and young women in all aspects of their identities. Regular monitoring is carried out to ensure that the project's goals and objectives are being achieved. The study found a strong correlation between project monitoring and project performance ( $r=0.589$ ,  $p=0.000$ ).

#### **5.2.5 Performance of gender-based violence projects in NGOs.**

The study also sought to find out the performance of the gender-based violence projects. The study found that the indicators of project performance revealed that the project was relevant to the gaps in addressing gender-based violence in Kenya and the project's strategy can be replicated in other regions not included in the study. Additionally, the implementation of the project activities will lead to the desired outcomes and the project is relevant to specific needs of young women. The project has put relevant measures to ensure sustainability of the projects indicating success of the GBV projects.

### **5.3 Conclusions of the study**

The study concluded that during the process of project conceptualization, it is crucial to establish clear and concise goals and objectives for the project. Establishing clear roles and responsibilities within a project has been shown to enhance project performance. This suggests that the success of a project is greatly impacted by the initial conceptualization and the team responsible for its

execution. Projects that are not well-defined in terms of their objectives and goals may fail to achieve their intended outcomes, even if they are meticulously planned.

The study also concluded that project planning is crucial in ensuring the performance of a project. Having enough time is crucial when organizing project activities. Sufficient time allocation is paramount as it allows project teams to plan, execute, and manage tasks with precision, reducing the risk of rushed or delayed project milestones. Adequate time not only facilitates careful planning and execution but also provides the flexibility needed to address unexpected challenges and changes that may arise during the project's lifecycle.

The study concluded that the implementation process influences performance of the project. The research findings concluded that it is critical to conduct thorough risk assessments throughout the project execution phase. This process plays a pivotal role in identifying, evaluating, and mitigating potential risks that can impede project success. By systematically analyzing and addressing risks as they emerge, project managers can proactively adapt their strategies, allocate resources more efficiently, and make informed decisions to minimize the negative impact of unforeseen events.

The study finally concluded that the act of monitoring projects is crucial in ensuring the successful attainment of all project goals and objectives. Monitoring assists in tracking activities and offer guidance when things deviate from the planned course. Monitoring is crucial in facilitating effective management decisions by offering valuable information that aids in the decision-making process.

#### **5.4 Recommendations for practice and policy**

The study recommends that it is important to engage in conceptualization and project planning before starting the implementation of a project. This will help ensure that resources are available and provide a clear plan for successfully implementing the project. It is advisable for NGOs put in place internal guidelines, policies and procedures for project conceptualization and planning. This will ensure that project management practices are standardized across the organization, allowing for easier comparison of performance.

The performance of a project is positively correlated with the execution of the project. The research identified the significance of risk management in the project's execution. Hence, it is

advisable for project managers to develop an appropriate risk management instrument for every project and prepare a contingency plan to avert any interruptions during project execution.

Conducting monitoring and assessment of projects is recommended as it significantly improves project performance. Enhancing the interactivity of monitoring activities is necessary to promote the interchange of information and the sharing of lessons learnt. It is recommended to invest sufficient funding for monitoring and evaluation (M&E) activities, which should be included into the project budget. Gender projects should prioritize the integration of gender transformational monitoring methods that focus on girls and women, taking into account their many intersecting identities.

It is advisable to have policies in place to ensure that projects proposed for implementation have detailed plans, have put in place monitoring mechanisms, promote collaboration and partnership and also engage with stakeholders, beneficiaries, and other relevant entities, to ensure projects meet the needs of the target population.

### **5.5 Suggestions for further research**

The study focused exclusively on non-governmental organizations (NGOs). Subsequent researchers may wish to conduct a similar study in alternative sectors to evaluate potential differences in responses. It would be intriguing to investigate the applicability of the methods used in this study in different contexts, such as the public or private sector. It is important to determine whether the results of this study can be applied to different industries, sectors, or contexts. The study also examined projects addressing gender-based violence (GBV), and future researchers may explore additional project types.

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**APPENDICES**

**APPENDIX I: QUESTIONNAIRE**

**QUESTIONNAIRE FOR YW4A STAFF, TECHNICAL PARTNERS, YOUNG WOMEN TOTS, AND WOMEN RIGHTS ORGANIZATIONS.**

**SECTION A: GENERAL INFORMATION**

1. Gender

Female {    }

Male {    }

Non-Binary {    }

2. Kindly indicate the age bracket you belong.

18 and 30 years

31 and 40 years

41 and 50 years

Over 50 years

3. What is your highest level of education?

Primary Certificate {    }

Secondary Certificate {    }

Diploma {    }

Undergraduate degree {    }

Post graduate degree {    }

Other (Specify).....

4. Which role do you play in the YW4A programme

Young Woman TOT {    }

Technical Partner {    }

Project Staff {    }

Women Rights Organization { }

Other (specify).....

5. Please Indicate your region

Meru

Kisii

Migori

Nairobi (for YWCA Kenya Staff and Technical Partners)

**SECTION B: PERFORMANCE OF GENDER-BASED VIOLENCE PROJECTS IN NGOS**

1. Using the Likert scale below, state the extent in which you agree with the statements on the performance of GBV projects

<b>Statements on performance of GBV projects in NGOs</b>	<b>1.strongly disagree</b>	<b>2.disagree</b>	<b>3.neutral</b>	<b>4.agree</b>	<b>5.strongly agree</b>
Relevance- The project is relevant to the gaps in addressing gender based violence in Kenya					
The project is relevant to specific needs of young women					
Achievement of projects expected outcomes- Implementation of the project activities will lead to the desired outcomes.					
The project is strategy can be replicated in other regions					

Project sustainability- The project has put relevant measures to ensure sustainability					
--	--	--	--	--	--

**SECTION C: PROJECT CONCEPTUALIZATION AND PERFORMANCE OF GENDER BASED VIOLENCE PROJECTS IN NGOs**

2. Using the Likert scale below, state the extent in which you agree with the statements on the influence of project conceptualization on the performance of GBV projects

<b>Statements on project conceptualization</b>	<b>1.strongly disagree</b>	<b>2.disagree</b>	<b>3.neutral</b>	<b>4.agree</b>	<b>5.strongly agree</b>
The project goals and objectives are clearly defined					
We do brainstorm project ideas with the relevant stakeholders					
Involving stakeholders in conceptualization of project has enabled the project to be relevant to their needs					
Involving young women in conceptualization of project ideas has enabled the project to be relevant to their needs					
The project meets the needs of young women in addressing GBV					

3. How else does project conceptualization influence the performance.

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**SECTION D: PROJECT PLANNING AND PERFORMANCE OF GENDER BASED VIOLENCE PROJECTS IN NGOs**

4. Using the Likert scale below, state the extent in which you agree with the statements on the influence of project planning on the performance of GBV projects

<b>Statements on project planning</b>	<b>1.strongly disagree</b>	<b>2.disagree</b>	<b>3.neutral</b>	<b>4.agree</b>	<b>5.strongly agree</b>
Project cost and quality are essential in planning process					
Availability of time is essential while planning for the project activities					
Participatory design and co-creation of project proposal is essential in project planning					
Establishment of partnership with other organizations during projects planning impacts performance of the project					
The project involves stakeholders during planning					

5. How else does project planning influence the performance.

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 .....  
 .....  
 .....

**SECTION E: PROJECT IMPLEMENTATION AND PERFORMANCE OF GENDER  
 BASED VIOLENCE PROJECTS IN NGOS**

6. Using the Likert scale below, state the extent in which you agree with the statements on the influence of project implementation on the performance of GBV projects

<b>Statements on project implementation</b>	<b>1.strongly disagree</b>	<b>2.disagree</b>	<b>3.neutral</b>	<b>4.agree</b>	<b>5.strongly agree</b>
The project beneficiaries are effectively involved in the implementation of the project					
Stakeholder involvement in the project has created buy-in and ownership of the project					
The project has activities aimed at enhancing capacities of implementing organizations.					
Risk assessment during project implementation is essential					

The project has mapped possible risks and has a risk mitigation strategy.					
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7. How else does project implementation affect performance?

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**SECTION F: PROJECT MONITORING AND PERFORMANCE OF GENDER BASED VIOLENCE PROJECTS IN NGOs**

8. Using the Likert scale below, state the extent in which you agree with the statements on the influence of project monitoring on the performance of GBV projects

<b>Statements on project monitoring</b>	<b>1.strongly disagree</b>	<b>2.disagree</b>	<b>3.neutral</b>	<b>4.agree</b>	<b>5.strongly agree</b>
The project has put in place monitoring plans, tools and processes.					
Monitoring is conducted on regular basis.					

Monitoring in the project is designed to Centre girls and young women in all their intersecting identities.					
Monitoring of the projects ensures achievement of all project goals and objectives					
The project uses gender transformative and feminist principles in monitoring progress.					

9. How else does project monitoring affect performance.

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**Thank you for your time and participation**



## APPENDIX II: INTRODUCTION LETTER



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

Telegrams: "Varsity",  
Telephone: 020 491 0000  
VOIP: 9007/9008  
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.  
Nairobi, Kenya  
Email: [fob-graduatestudents@uonbi.ac.ke](mailto:fob-graduatestudents@uonbi.ac.ke)  
Website: [business.uonbi.ac.ke](http://business.uonbi.ac.ke)

Our Ref: **L50/11619/2018**

**June 22, 2023**

### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: INTRODUCTION LETTER- NAOMI WANGUI WANYOIKE**

The above named is a registered Master of Arts in Project Planning and Management student at the Faculty of Business and Management Sciences, University of Nairobi. She is conducting research on "**Project Management Practices and Performance of Gender Based Violence Projects: A Case of the Young Women for Awareness, Agency, Advocacy and Accountability Programme at YWCA Kenya**".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the thesis.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your consideration will be highly appreciated.

  
**Dr. Joshua Wanjare**  
Associate Dean, GBS & R  
Faculty of Business and Management Sciences




JW/pgr

# APPENDIX III: NACOSTI RESEARCH PERMIT

Ref No: **561962**

**RESEARCH LICENSE**

Date of Issue: **17/July/2023**



**This is to Certify that Ms. Naomi Wangui Wanyoike of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kisii, Meru, Migori on the topic: PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF GENDER BASED VIOLENCE PROJECTS: A CASE OF THE YOUNG WOMEN FOR AWARENESS, AGENCY, ADVOCACY AND ACCOUNTABILITY PROGRAMME AT YWCA KENYA for the period ending : 17/July/2024.**

License No: **NACOSTI/P/23/27502**

Applicant Identification Number: **561962**

Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

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