



Influence of Organizational Management Strategy in Sustainability of Women-led Development Projects in Uasin Gishu County

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Abstract: Globally, women development projects have played a significant role, especially in developing nations. However, for different reasons these women-led development projects have produced mixed outcomes. This study, therefore, sought to examine how organizational management strategy influences sustainability of women-led development projects in Uasin Gishu County. The study was anchored on social network theory. The study applied descriptive research design. The target population was 386 women led enterprises registered with Ministry of trade in Uasin Gishu County and are implementing agricultural projects from Kesses and Turbo sub-counties. The unit of analysis was top three officials of the women-led enterprises. They included the chairperson, secretary and treasurer. Using Krejcie and Morgan (1970) table of sample determination, the research recruited 412 respondents spread across the two sub-counties. Proportionate sampling helped the researcher to reach 226 respondents in Kesses sub-county and 186 respondent Turbo Sub- Countyounty respectively. Simple random sampling technique was used to interview the 412 respondents in the two sub-counties. Data was analyzed using descriptive statistics and presented in form of mode, mean, standard deviation and correlation since there are more than two variables. Whereas inferential statistics was done by testing linearity and normality regression. From the findings of the study, the researcher concluded that Organizational Management Strategies influenced sustainability strategy. The study recommends that leaders should avoid challenging goals and targets as organizational management strategies to influence sustainability.

Keyword: Poverty, organizational management, women, sustainability, project

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1. Introduction

Globally, women's development projects have played a significant role, especially in developing nations (UNDP, 2002; Achieng, 2016). In this study the researchers argue that being the majority, about 51% of the rural population, women's role is crucial in bringing about change in their

communities. Therefore, sustainability of their development projects is paramount. Sustainability is used in many contexts and with widely different meanings. In this context of donor funded development programmes and projects, sustainability can be defined as the continuation of benefits after major assistance from donor has been completed or withdrawn. The focus is on sustaining the

flow of benefits into the future rather than on sustainable programmes or projects. Adhola, 2016).

However, the most critical problem is the sustainability of these projects after the exit of donors, although the beneficiaries reap dividends; appreciate their participation and claim to have an ownership role in the project. Apparently, it is sustainability that makes the difference between success and failure of community-based projects. Various factors such as dependency, lack of ownership, poor participation and monitoring contribute to the failure to sustain the projects. In this study the researchers argue that being the majority, about 51% of the rural population, women's role is crucial in bringing about change in their communities. Therefore, sustainability of their development projects is paramount. Sustainability is used in many contexts and with widely different meanings. In this context of donor funded development programmes and projects, sustainability can be defined as the continuation of benefits after major assistance from donor has been completed or withdrawn. The focus is on sustaining the flow of benefits into the future rather than on sustainable programmes or projects (Adhola, 2016).

The researcher is interested in understanding on what resource mobilization strategies can be adopted to encourage progressive donors to support women-led development projects; how women-led development projects move beyond political, ideological, religious, linguistic, economic, cultural and other differences, to mobilize resources to support their common development agenda?; How can women-led development organizations engage with donors differently, both claiming entitlements and influencing their agendas? These form the basis of this study.

World Bank, (2011) notes that women-led development project that are donor-funded provide services in support of agricultural development. Most technological innovations have been introduced and promoted by donor to support women groups in agricultural development. According to Mancini and Marek (2004) community-based programs especially those led by women are important in the service delivery system in many communities and provide resources to initiate and maintain such programs. However, sustainability of those development programs has been considered a great challenge to women-led development programs in many countries including Kenya (Shief, 2019; Oino, Towet, Kirui & Luvega, 2015). Over the last few years, there has been a surge in the number of community-based organizations operating in developing countries that are taking active roles and working towards improving livelihoods (Tortajada, 2016). Most of them are embedded in the communities they serve because of their proximity, both physically and socially to local people and are conversant with community problems (Daneshpour,

2018). These organizations are locally voluntary-based groups that are entirely independent of the government and have primarily humanitarian objectives rather than commercial (Wabwoba & Wakhungu, 2018). However, due to the increase in population and minimal resources for investment, the many existing CBOs compete for the limited resources available (Silvius & Schipper, 2017).

From the above literature, the researcher takes the view of organizational management, as resource mobilization strategies. Organizational management here refers to the vision and mission statement; structure; governance and policy (Cole, 2009) aspect applied by women-led development organization to achieve their own development. According to Akumu (2018), the increase in the number of needy people has increased the number of NPOs depending on the same sources of resources which is already not enough for all. The grants and donations that the majority of the NPOs are dependent on are inadequate to meet current program needs, much less to expand program activities. Mavoko (2018) claimed that the solution to addressing the challenges associated with the scarcity of resources revolves around the effective strategies employed by an organization to mobilize resources from donors who are the main benefactors. Adequate resources will enable the NPOs to further their vision and mission of reaching the needy in society as well as meeting their operational obligations (Karanja & Karuti, 2017).

In Uasin Gishu County like other counties, unlike men, women face more challenges and fewer opportunities, when it comes to income generating projects (GoK, 2007). These social and economic constraints bring about poverty and across generations. With increasing opportunities in the informal, small-scale enterprise sector women can now use these avenues for their economic advantage.

Research question

The following research question guided the study. How does the organisation management strategy influence the sustainability of the women-led project in Uasin Gishu County?

2. Literature Review

In Africa and developing countries, significant proportion of projects may be inoperable or abandoned completely. Similarly, according to Foxand (2022), in a study of sustainability of projects in rural areas of Limpopo Province in South Africa, projects can't be implemented and sustained without active community participation; such projects will collapse leaving the communities trapped in abject poverty. Also, a study by McKay & Sarakinsky (2022), noted that, lack of education and skills to run the projects is likely to affect the participants in

projects negatively as they will make mistakes and blunders which may hamper the sustainability of the projects. According to Women Challenge International Kenya an international NGO concerned with women, majority of the Kenya's population is the women aged 18 to 45 years and currently number about 60% of the population (YCIFK, 2022). This means that the women are a significant group which cannot be ignored in community development agenda. Empowering women through initiating and supporting income generating projects to successful completion and sustainability globally is still a neglected concern in general, or an unfulfilled aspiration at best (World Bank, 2022).

The Government of Kenya in its effort to support the women, established the Women Enterprise Development Fund (YEDF) in 2018, which is channeled through financial intermediaries like banks and Saccos. This was a strategic move towards arresting unemployment, which is virtually a women problem (www.yedf.go.ke). In response to this, many women projects have been implemented in Uasin Gishu County, but some are not able to sustain themselves during and after implementation (YEDF guide, 2019). According to a report from the District Women office (2019), 80 women groups were registered and applied for the women fund to start their income generating Projects in Uasin Gishu County in 2020 ranging from Kshs 50,000-250,000. Currently, 42 women groups are active but with a lot of challenges to sustain themselves (DYO report 2019). The government of Kenya target which is in line with Vision 2030 aims to make sure that women unemployment problem is solved. The above ambition by the government has triggered the need to explore the women projects income generating projects and consequently their sustainability.

The nature of project management has taken a paradigm shift from the earlier one in the sense that it has ceased to be dominated by the construction industry but now it is applicable in all organizations (Tembo, 2021). It has also advanced and become more specialized branch of management. As a result, the nature of projects has to change taking into focus on the project cycle that include proper design, planning, effective implementation, monitoring and evaluation and the sustainability as well (Norton & Bryan, 2019). Choudbury (2020) argues that leadership involves motivating the employees, being innovative, creating a healthy organization, policy maker and so on. In relation to sustainability of projects, the above can play a key role in influencing successful sustainability of women income generating projects. Managers of women income generating projects, due to their incompetence have failed to effectively lead people working in the project. This led to low success rate of such projects during implementation and subsequent

post- implementation (Westland, 2020).

The project managers of medium and large-scale organizations, when executing their leading function give assignments, explain routines, clarify policies and provide feedback of the performance to the project staff (Wickham & Wickham, 2018). Managers of the women economic projects in their attempt to lead, usually confuse people working in the project because due to inadequacy of the necessary competencies for leading the project team (Ncebere, 2020). According to Hakala (2019), many project leaders have difficulty striking the right amount of assertiveness. In his study, in the February 2020 issue of the Journal of Personality and Social Psychology, being under assertive or overassertive may be the most common weakness among vision aspiring leaders.

Training is the process of acquiring knowledge and skills by target groups that enable them to operate effectively and efficiently (Landale, 2019). Training also enables the target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self- confidence and sense of autonomy as opposed to dependency. For the project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2020). Training offered should be of quality and must match with the project requirements to ensure effective and efficient post- implementation of the project. In order to increase chances of successful sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard & Bolles, 2020). By knowing what lead to project failure, we stand a better chance to forestall the pitfalls by being more proactive in our planning. To counteract the foregoing and ensure success, the following factors should be put into consideration; risk management, project control and sponsorship (Mulwa, 2020). Women income generating projects are micro-businesses; hence they lack financial capacity for training their managers and members on essential skills needed for effective implementation and sustainability of the projects (Wickham & Wickham, 2018). Small firms, unlike macro-firms, have a much lower incidence of formal training, relying mainly on training on the job (Blackburn, 2020).

Finance is a major resource in project, without which it cannot operate and so the resource should be given the attention it deserves if the women projects have to survive. Financial activities in women groups should be planned for, recorded, monitored and controlled if the projects have to be sustainable. Massie (2019) noted that

the demand for careful project planning has made financial management a key activity in organizations and projects in general. Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc. In many cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm.

According to Madison (2019), financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is important to lay and plan our budget for the amount of money received (Kiogora, 2019). However, it is doubtful whether the women income generating projects in Uasin Gishu County prepare and use budgets appropriately. This makes it necessary to investigate the financial management in these groups. Massie (2019) points out that financial statements contain valuable information that managers can use to analyze past performance of a project. Stoner et al. (2020) noted that financial statements are used to track the monetary value of goods and services into and out of the organization. This then calls for the women project managers to have a careful financial management strategy to guarantee the sustainability of these projects.

2.1 Social Network Theory

This theory was advanced by Barnes (1954) and revised by Wade (2015). This is the study of how people, organizations or groups interact with each other inside their networks. This theory views social relationship in nodes and ties. Nodes are the individual actors within the networks, and the ties are the relationship between the actors. There can be many types of ties between the nodes. A social network consists of a set of actors (“nodes”) and the relations (“ties or edges”) between these actors (Wasserman and Faust, 1994). The nodes may be individuals, groups, organizations or societies.

Social network theory is a sociology-based theory that builds upon the relation dimensions. Conceptualization of nodes, the actors in network and ties and the relation existing in these actors. This theory is grounded in three

principles; first, the behavior of a node is influenced by the behavior of other nodes in the network. Secondly, the ties between nodes form the basis for the exchange of both goods and ideas. Third, these ties have the ability to create structures among the actors in the network that can influence their behavior (Wassermann and Faust 1994).

The social network analysis gives the characteristics of a social network that determines the social capital of its individual actors. In contrary to physical and human capital, social capital focuses on relations between persons. “Social capital is not just the sum of the institutions which underpin a society- it is the glue that holds them together” (World Bank, 2022). It is a cultural resource characterized by norms of reciprocity and trustworthiness. It is also understood as a social intelligence needed for successful interpersonal interaction. The central premise of social capital is that individuals benefit from various norms and values that a social network fosters and produces, such as trust, reciprocity, information and cooperation. These norms and values provide the necessary preconditions for collective action of central importance to the concept of social capital in the notion of trust. People are more likely to form social or economic ties with others. In conformity to this study women involved in development projects are a connected link of the nodes and ties within the group enhancing their participation in their own development. The management and owning of development projects lead to livelihood enhancement and empowerment as advocated by the network theory when the tie is strong. The theory also relates to how women groups relate, the better the relationship between the members the likelihood of sustainability of the development projects.

3. Methodology

The Study was conducted in Uasin Gishu County. The County share common borders with Trans-Nzoia County to the North, Elgeyo-Marakwet County to the East, Baringo County to the South East, Kericho County to the South, Nandi County to the South West and Kakamega County to the North West. The County has a total area of 3,327.8km² (Uasin Gishu County Information Office, 2019). The researcher’s focus on Eldoret Municipality was based on the fact that it is an economic zone. Thus, Eldoret Municipality is an ideal context to answer the research questions raised in this study. The study population consisted of women-led development organizations operating in Kesses and Turbo sub-counties. The target population was 386 women-led enterprises registered with Ministry of trade in Uasin Gishu County and were implementing agricultural development projects. They are found in two sub-counties, that is Kesses and Turbo in Uasin Gishu County. Each group consisted of an average of 15 women. Unit of analysis was top three officials of the

women-led enterprises. They included the chairperson, secretary and treasurer. The researcher used a sampling frame that was derived from women-led enterprises

registered with Usain Gishu ministry of trade as shown in Table 1 below.

Table 1: Determination of Sample Size

S/N	Sub-county	No. of Women Enterprises Implementing Agricultural Development Projects	Total No. of Officials Per Sub-County Enterprises	Sample Size of Women Officials per Sub-county
1	Kesses	199	597	226
2	Turbo	187	369	186
Total		386	966	412

Using Krejcie & Morgan (1970) table of sample determination, the research recruited 412 respondent spread across the two sub-counties of Uasin Gishu. Proportionate sampling helped the researcher to get 226 respondents in Kesses Sub-county and 186 respondents in Turbo Sub-county. Simple random sampling technique was used to interview the 412 respondents in the two sub-counties. The study purposively included personnel from the county ministry of trade and industry, one ward administrator from each sub-county, one agricultural officer from each sub-county, an NGO personnel funding women led development organizations. 10 women from women led development programmes from each sub-county, especially those with the largest enrolment were included as Key Informants to enrich the study.

Information gathered through the questionnaires were edited for accuracy, uniformity, consistency and completeness, coded and then grouped according to particular attributes and within the appropriate class interval. Statistical Package for Social Sciences (SPSS) was used to analyze data. Data was analyzed by the use of

descriptive statistics such as mode, mean, standard deviation and correlation since there were more than two variables. Qualitative data was analyzed thematically and verbatim. Whereas inferential statistics was done by testing linearity and normality regression.

4. Result and Discussion

Research Hypothesis

H₀₁: There is no significant relationship between organizational management strategy and sustainability of women-led development projects in Uasin Gishu County.

The study sought to establish Influence of Organizational Management Strategies on sustainability of project. The first statement was 'our organization considering the needs of all' as the table 2 presents.

The respondents showed that Organizational Management Strategies influenced sustainability strategy shown 52 respondents strongly agreed.

Table 2: Organization is considering the needs of all

		Our organization considering the needs of all					Total
		Strongly disagree	Disagree	Not sure	Agree	strongly agree	
Influence Of Organizational Management Strategies on sustainability	Strongly disagree	1 1.6%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	2 0.6%
	Disagree	1 1.6%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	2 0.6%
	Not sure	2 3.2%	3 2.3%	2 3.8%	1 4.8%	1 1.4%	9 2.7%
	Agree	9 14.3%	21 16.3%	7 13.5%	3 14.3%	13 17.6%	53 15.6%
	strongly agree	50 79.4%	104 80.6%	43 82.7%	16 76.2%	60 81.1%	273 80.5%
		63 100.0%	129 100.0%	52 100.0%	21 100.0%	74 100.0%	339 100.0%
Total							%

The result indicates that majority of the respondents 273(80.5%) strongly agreed that Influence of Organizational Management Strategies on sustainability strategy. This is shown by 60(81.1%) strongly agreed, while 13(17.6%) agreed that the organization considering the needs of all. Few respondents disagreed with the statement that organization considering the needs of all shown by 104(80.6%) while 50 (79.4%) strongly disagreed. However, some of the respondents were not sure (43(82.7%) and 7(13.5%) that the organization considering the needs of all on sustainability of women led project. This aspect attest to the fact that women may be left out during organisational planning for instance in financial management which is vital for project sustainability. This finding contradicts findings by Massie (2019) that noted the demand for careful project planning that has made financial management a key activity in organizations and projects in general.

According to Massie, financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. As such, women who are not sure about organisation considering the needs of all on sustainability are paltry few, however, they miss a lot, according to Madison (2019) who reported financial planning as involving setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase.

Table 3: Leadership style used to enhance the sustainability of women led project

Leadership styles used	Leadership style used to enhance the sustainability of women led project					Total
	voluntary leadership	Democratic leadership	public participation	Honesty and transparency	Delegation practices	
Autocratic leadership style	41 53.2%	57 47.1%	19 30.2%	1 12.5%	30 42.9%	148 43.7%
Transformational leadership	7 9.1%	14 11.6%	9 14.3%	1 12.5%	9 12.9%	40 11.8%
Laissez	29 37.7%	50 41.3%	35 55.6%	6 75.0%	31 44.3%	151 44.5%
Total	77 100.0%	121 100.0%	63 100.0%	8 100.0%	70 100.0%	339 100.0%

The study showed that autocratic leadership style was used to enhance the sustainability of women project with other leadership styles as the majority (57) 47.1%, followed by voluntary leadership 41 (53.2%), public participation 19(30.2%), Delegation practices 30(42.9%) and finally honesty and transparency 1(12.5%).Transformational leadership as Leadership style was used to enhance the sustainability of women led project with majority agreeing that Democratic leadership 14(11.6%), public participation 9(14.3%), delegation practices 9(12.9%), voluntary leadership 7(9.1%) and finally Honesty and transparency1 (12.5%). Laissez as a leadership style was used to enhance the sustainability of women led project as the respondents agreed that Democratic leadership 50(41.3%), public participation 35(55.6%), Delegation practices 31(44.3%), voluntary leadership 29(37.7%) and Honesty and transparency 6(75.0%) enhanced women-led projects' sustainability. Leadership generally is vital for organisation management that eventually ensures

sustainability of women-led projects. Other study by Choudbury (2020) is in agreement with the findings on leadership of this study by stating that leadership involves motivating the employees, being innovative, creating a healthy organization, policy maker and so on. In relation to sustainability of projects, the above can play a key role in influencing successful sustainability of women income generating projects.

On the main focus of leadership styles and sustainability, the respondents were asked to indicate there results as presented in table 4

Table 4 showed that autocratic leadership style is within main focus on management strategy is to make the organization projects sustainable as shown by the majority 73(48.7%) strong agreed with leadership, 57(38.5%) for Capacity Building and 18(43.9%) strong agreed with diversity.

Table 4: Leadership styles used with the main focus on management on sustainability of organization projects

		The main focus on in management to make your organization projects sustainable			Total
		Capacity Building	Diversity	leadership	
Leadership styles used	Autocratic leadership style	57	18	73	148
		38.5%	43.9%	48.7%	43.7%
	Transformational leadership	14	6	20	40
		9.5%	14.6%	13.3%	11.8%
	Laissez	77	17	57	151
		52.0%	41.5%	38.0%	44.5%
Total		148	41	150	339
		100.0%	100.0%	100.0%	100.0%

The main focus on management strategy is to make organization projects sustainable through transformational leadership is within leadership with the majority 20(13.3%), 14(9.5%) agreed for capacity building and diversity were agreement with 6(14.6%).

If this leadership styles was used then organizational management strategy influence sustainability of women-led projects as presented in the table 4.

Table 4 shows that autocratic leadership style as one of the organizational management strategy influence sustainability of women-led project. The majority of the respondents indicated moderate extent 57(44.9%), Very Large Extent 37(44.6%), little extent 28(41.2%), Very

extent 24(46.2%), Large Extent 2 (22.2%) that organizational management strategy influence sustainability of women-led project.

Transformational leadership in the organizational management strategy influence sustainability of women-led project. This was shown by the respondents from the majority indicated that 12(14.5%) were for Very Large Extent, 9(9.4%) were for moderate extent, 9(13.2%) are for little extent, 4(7.7%) for Very extent and finally 3(3.3%) for Large Extent.

This means that autocratic leadership style as one of the organizational management strategy influence sustainability of women-led project and transformational leadership.

Table 5: Leadership styles used with organizational management strategy influence sustainability of women-led projects

		organizational management strategy influence sustainability of women-led project					Total
		little extent	moderate extent	Very extent	Large Extent	Very Large Extent	
Leadership styles used	Autocratic leadership style	28 41.2%	57 44.9%	24 46.2%	2 22.2%	37 44.6%	148 43.7%
	Transformational leadership	9 13.2%	12 9.4%	4 7.7%	3 33.3%	12 14.5%	40 11.8%
	Laissez	31 45.6%	58 45.7%	24 46.2%	4 44.4%	34 41.0%	151 44.5%
Total	68 100.0%	127 100.0%	52 100.0%	9 100.0%	83 100.0%	339 100.0%	

Laissez leadership style in the organizational management strategy influence sustainability of women-led project your

and the results showed that 58(45.7%) were for moderate extent, and lastly large extent 4 (44.4%). The respondents were asked to state their opinion on how to make effective organization management strategies.

Table 6: Opinion on effective organization management strategies

	N	Minimum	Maximum	Mean	Std. Deviation
Accountability and responsible	339	1	5	3.05	1.563
Appreciating people, the processes and resources	339	2	5	4.86	2.400
Measuring results that come out than strategies.	339	2	5	3.86	1.406
Proper management of resources	339	1	5	2.77	1.634
Proper organisational structure	339	1	5	3.08	1.575
Fairness and equal treatment to all to collaborate with each for best results	339	2	5	4.90	1.196
Allowing transparency and justification among leaders	339	2	5	3.92	1.391
Improve financial support to group	339	1	5	2.83	1.658
Valid N (listwise)	0				

The study showed that Fairness and equal treatment to all to collaborate with each for best results has highest mean

4.90 with standard deviation 1.196, Appreciating people, the processes and resources had a mean 4.86 with standard

deviation 2.4, Allowing transparency and justification among leaders mean 3.92 with standard deviation 1.391, Measuring results that come out than strategies mean 3.86 with standard deviation 1.406, Proper organisational structure mean 3.08 with standard deviation 1.575, Accountability and responsible had a mean 3.05 with standard deviation 1.563, Improve financial support to group had a mean 2.83 with standard deviation 1.658 and Proper management of resources had a mean 2.77 with standard deviation 1.634.

5. Conclusion and Recommendations

5.1 Conclusion

In view of the findings of this study regarding organization management strategy on sustainability of women – led project, the researcher concluded that Organizational Management Strategies influenced sustainability strategy.

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This is concluded by the majority as the few disagreed with the statement that organization considered the needs of all. Based on the results from the opinion of respondents on how to make effective organization management strategies, the study concluded that fairness and equal treatment to all to collaborate with each for best results by appreciating people, the processes and resources and Allowing transparency and justification among leaders influence sustainability.

5.2 Recommendations

The study established that Organizational Management Strategies influenced sustainability of women led project. From the findings therefore, the study recommends that the chairperson should establish a clear vision of the organizational structure. Leaders should avoid challenging goals and targets as organizational management strategies to influence sustainability.

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