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**Effects of Strategic Management Drivers on Participation of
Women in Economic Development: A Survey of Changamwe
Constituency, Kenya.**

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Effects of Strategic Management Drivers on Participation of Women in Economic Development: A Survey of Changamwe Constituency, Kenya.

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Abstract

Purpose: The main purpose of this study was to establish the effects of strategic management drivers on participation of women in economic development activities in Changamwe constituency in Mombasa County, Kenya

Methodology: The study adopted a descriptive research design. The target population of the study comprised of one hundred and eight three(183) women groups registered under social services and operating within Changamwe Constituency in Mombasa County. A sample size of 55 respondents was used for this study and it was drawn from operational women business enterprises in Changamwe. The 55 respondents were drawn from the 183 women groups' enterprises which translate to 30% by picking one at an interval of three from the first respondent: Primary data was collected through administration of questionnaires. Descriptive statistics were used to summarize and analyze the data. This included the use of frequencies, and percentages.

Results: Based on the findings The study found that education and training opportunities play a key role in cultivating future entrepreneurs and in developing the abilities of existing entrepreneurs to grow their business to greater levels of success

Unique contribution to theory, practice and policy: The study recommends that the starting point of every women group should be determining a group existing vision, mission, objectives and strategies. In addition the loan period should always depend on the amount of loan advanced to the intending borrowers

Key words: *availability of funds, effects of strategic management drivers, business planning, entrepreneurial trainings, embracing new technology*

1.0 INTRODUCTION

After the World Conference on Agrarian Reform and Rural Development WCARRD- Rome, (1979), it was declared that participation of all people including women in designing policies and programs that contribute to economic development and affect their lives should be 'a basic human right'. However, in many Kenyan communities, traditional perceptions of women as inferior to men continue to prevail as many people invoke the preservation of African culture to justify the subordination of women. A growing amount of research shows that countries that fail to address gender barriers are losing out on significant economic growth

According to Common wealth secretariat (2002) Women participation in economic development in their countries around the world is making a difference. They contribute numerous ideas and a great deal of energy and human resources to the economic activities of a country which in turn generate jobs opportunities as well as create additional welfare to the country. SiwadiandMhangami (2011) further argue that it is undeniable that women participation in a country's economic development activities is crucial and that women are becoming major contributors to economic development

In Kenya, women constitute 51% of the total population and they play very crucial roles as active contributors in the development of the economy but their contribution has been time and again limited by factors such as limited accessibility to financial services (Government of Kenya, 2003).The Kenyan government recognizes the important roles women play in its economic and general development. One of the areas where women play crucial roles is the development of the informal sector in trade and industry.

To empower the women and to reduce the existing disparities between men and women, the government of Kenya initiated a fund known as the Women Enterprise Fund (WEF) in year 2006 (Republic of Kenya, 2006). Further the Department of Gender and Social Services (DGSS) under the Ministry of Gender and social services (MG&SS) was also created which is the arm of the government mandated to coordinate the mainstreaming of gender issues in National Programs (Government of Kenya, 2006).The key objectives of the fund was to empower women to participate in projects with immediate social and economic impact of the citizens, with a view of improving lives, alleviating poverty and bringing general development (IEA, 2006).

According to Kimenyi (2007), women fund is designed to fight poverty among women through the implementation of development projects at the local level, and particularly, those that provide basic needs such as education, healthcare, water, and nutrition services.However, the report of the rapid assessment of Republic of Kenya (2009) carried out in the selected regions of the country revealed that the majority of the women are not able to access WEF Republic of Kenya (2009) and the state of low participation has persisted over the same period.

Thus this study will seek to find out whether some of strategic management drivers such as business planning, entrepreneurial trainings, availability of business funds and embracing new technology could be contributing to the setbacks

1.2. Statement of the Problem

Many global conferences, including the Fourth World Conference on Women (1995), the Cairo Conference on Population and Development (1994) and World Summit for Social Development (1995) have recognized that, despite the progress made globally in empowering the status of women, gender disparities still exist, especially in regard to participation in executing both development and political agendas. For a long period women have been sidelined in country's leadership and development agendas which ends up being one gender sided. Inadequate skills limit women's effective participation in development. Thus in Cameroon they have focused on making women more productive and competitive in the job market. Training is organized in workshops, seminars, demonstrations and training centers and emphasize on acquisition of knowledge, skills and information basics for self-reliant development, which better equips the women. The sustainable livestock foundation in the North West Province trains women, through group leaders, in sustainable livestock farming. This involves farming in such a way that livestock provide women's employment and income. Although unemployment is a major problem in Cameroon, the situation is not the same when analyzed along gender lines. The fact that women have fewer formal employment opportunities than men makes them a vulnerable social group.

A study entitled fostering women's participation in development through Non-Governmental efforts in Cameroon on women's economic participation, Common wealth secretariat (2002) found that, the catastrophic effects of the economic crisis in the late 1980s and the harsh adjustment measures that later followed in the early 1990s, among other factors encouraged the emergence of many NGOs in Cameroon. Government influence had waned and was unable to meet most of the basic needs of the people, leaving the population to take charge of their destiny through self-reliant development. Community groups and NGOs have been closing ranks to reduce the development gap thus created.

They focused on women through economic training and acquisition of new skills. They noted According to Common wealth secretariat (2002) Women participation in economic development in their countries around the world is making a difference. They contribute numerous ideas and a great deal of energy and human resources to the economic activities of a country which in turn generate jobs opportunities as well as create additional welfare to the country. SiwadiandMhangami (2011) further argue that it is undeniable that women participation in a country's economic development activities is crucial and that women are becoming major contributors to economic development. They conclude that women are becoming increasingly visible in the economic developing activities of many developing counties. According to Yeshiareg (2007) Promoting women's Economic Empowerment has gained greater attention over the last three decades.

Bekele andWorku (2008) in a study carried out in Ethiopia observed that in terms of women contribution to economic activities through small enterprises represent up to 30% of all small and medium enterprise (SMEs) in Ethiopia, however he noted that women enterprises have a 78% failure rate. This is because women-owned SMEs are particularly disadvantaged in meeting their business growth needs, facing such difficulties as: the inability to secure loans from formal

lenders like commercial banks, poor managerial skills, low levels of education, and limited access to networking opportunities and information.

In Kenya, women constitute 51% of the total population, Government of Kenya (2009) and they play very crucial roles as active contributors in the development of the economy but their contribution has been time and again limited by factors such as limited accessibility to financial services Government of Kenya, (2003). In line with the global gender equality and women empowerment trends, the Government of Kenya as a signatory of the (MDG) enacted its gender policy in (2002) as a tool for implementing gender equality and women empowerment plans Government of Kenya (2002). The Kenyan government recognizes the important roles women play in its economic and general development. One of the areas where women play crucial roles is the development of the informal sector in trade and industry.

Since year 2002 up to date the Kenyan government has adopted a pro-active approach by lying concrete strategies towards empowering women so as to enhance their participation to its economy which had been performing below its expected potentials due to socio-economic and political setbacks. To empower the women and to reduce the existing disparities between men and women, the government of Kenya initiated a fund known as the Women Enterprise Fund (WEF) in year 2006.

Further the Department of Gender and Social Services (DGSS) under the Ministry of Gender and social services (MG&SS) was also created which is the arm of the government mandated to coordinate the mainstreaming of gender issues in National Programmes(Government of Kenya, 2006).The key objectives of the fund was to empower women to participate in projects with immediate social and economic impact of the citizens, with a view of improving lives, alleviating poverty and bringing general development IEA, (2006). According to Kimenyi (2007), women fund is designed to fight poverty among women through the implementation of development projects at the local level, and particularly, those that provide basic needs such as education, healthcare, water, and nutrition services. However, the report of the rapid assessment of year (2009) carried out in the selected regions of the country revealed that the majority of the women are not able to access WEF Republic of Kenya (2009).and the state of low participation has persisted over the same period. It is on this background of the above facts that this study intends to undertake a sequential analysis of effects of selected strategic management drivers such as; business planning, entrepreneurial trainings, availability of business funds and embracing new technology on women participation in economic development activities in Changamwe Constituency in Mombasa County-Kenya

1.3 Study Objectives

The specific objectives of the study were,

- i. To investigate the effect of business planning on participation of women in Economic Development activities in Changamwe Constituency in Mombasa County
- ii. To establish the effect of entrepreneurial trainings on participation of women in economic development activities in Changamwe constituency in Mombasa

- iii. To establish the effect of availability of funds on women participation in Economic Development activities in Changamwe constituency in Mombasa County.
- iv. To establish the effect of embracing new technology on women participation in Economic Development activities in Changamwe Constituency in Mombasa County.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Cornwall's Theory of Participation

Cornwall's (2002) theory describes participation by considering aspects of space, power and differences; she argues that, participatory spaces can be created in order to allow people to interact and to discuss issues of their concern as well as to perform social responsibilities. These spaces can change from time to time and from one context to another. This could be through formulation of new laws or amendment of the previous laws or by inviting people to meetings and social clubs. However power and differences among the people may allow or limit effective participation. This is because participatory spaces gather people from different backgrounds and with different identities.

Cornwall's theory of participation helped in examining whether by creating spaces that are being introduced by Kenyan government through women empowerment programs such as; women revolving funds and women representation in leadership; in terms of gender parity have influenced women's participation in project planning and implementation

2.1.2 Stakeholder Theory

Stakeholder theory was embedded in the management discipline in 1970 and gradually developed by Freeman (1984) incorporating corporate accountability to a broad range of stakeholders. Wheeler et al, (2002) argued that stakeholder theory derived from a combination of the sociological and organizational disciplines. Indeed, stakeholder theory is less of a formal unified theory and more of a broad research tradition, incorporating philosophy, ethics, political theory, economics, law and organizational science. Stakeholder theory can be defined as "any group or individual who can affect or is affected by the achievement of the organization's objectives". Unlike agency theory in which the managers are working and serving for the stakeholders, stakeholder theorists suggest that managers in organizations have a network of relationships to serve – this include the suppliers, employees and business partners.

It was argued that this group of network is important other than owner-manager-employee relationship as in agency theory (Freeman, 1999). On the other end, Sundaram&Inkpen (2004) contend that stakeholder theory attempts to address the group of stakeholder deserving and requiring management's attention. Whilst, Donaldson & Preston (1995) claimed that all groups participate in a business to obtain benefits. Nevertheless, Clarkson (1995) suggested that the firm is a system, where there are stakeholders and the purpose of the organization is to create wealth for its stakeholders. Freeman (1984) contends that the network of relationships with many groups can affect decision making processes as stakeholder theory is concerned with the nature of these

relationships in terms of both processes and outcomes for the firm and its stakeholders. Donaldson & Preston (1995) argued that this theory focuses on managerial decision making and interests of all stakeholders have intrinsic value, and no sets of interests is assumed to dominate the others.

Yang (2008), O'Reilly (2010) and Ashari (2011) indicated that there is a relationship between leadership style and company participation. On the other hand, studies by Hannan & Freeman (1983) show different results – there is no relationship between leadership and participation. The study by Timothy and Robyn (2011) finds out that transactional leadership style gives positive influence to participation and leadership style has positive relationship with organization participation but does not significantly influence it. The study conducted Slater & Narver (1994) show that orientation strategy directly and indirectly influences company participation.

According to Kabeer (2001) empowerment is “the expansion of people’s ability to make strategic life choices in a context where that ability was previously denied from them”. She has identified resources, agency and achievement as three interrelated factors which can influence women’s empowerment process. From this dimension she argues that resources (human resources, material resources and social resources) could expand people’s ability to make decisions and to act, but this can be possible only if people are willing to take action collectively or individually.

This occurs through raising people’s consciousness about the existing situation and creating social networks for support. This will help groups and organizations to choose suitable strategic management drivers in promoting women empowerment and participation in economic development in Changamwe Constituency.

2.2 Empirical Literature Review

Several studies carried out in innovation-driven countries, including Singapore (Tan & Ng, 2006; Sweden Rasmussen & Sorheim 2005), and the United Kingdom Raffoet *al.*, (2002) show that entrepreneurs learn best with an experiential learning approach. Storey, (1994) argues that it is just a minimal group of enterprises germinating rapidly who provide the real increase in jobs and therefore it is these firms which policy makers should be converging upon. However, identifying how small businesses can be transformed into growth-orientated firms remains elusive and despite the magnitude of research on growth firms, researchers remain uncertain regarding why some firms grow and others do not when originating from similar circumstances. Ledgerwood (2000) argued that start-up business needs more than financial services. They need skills, training or other inputs to make their enterprises a success. This training may not lead to increased production, profitability, job creation and re-investment.

Woolcock (2002) observes that a long loan period may make the client to be extravagant and end up failing to pay back the loan. Jakobson (2003) also indicated that the loan period should always depend on the amount of loan advanced to the intending borrower. Sultana & Hasan (2010) found out those women who had access to microcredit experienced income rise and were able to save more money as compared to their counterparts. In terms of public domain, Kuhnand & Cheston (2002) establishes that women joining microcredit institutions tend to realize

more respect from their communities than they did before joining a microfinance program. Johnson (2004) cited in Wrenn (2005) that having women as key participants in microfinance businesses do not automatically lead to empowerment; sometimes negative impacts can be witnessed. She refers to increased workloads, increased domestic violence and abuse. Technology strategy was found by many researchers as a way to improve competitiveness.

According to Thompson *et.al* (2010), accurate and timely information about daily operation is essential if managers are to gauge how well the strategy execution process is proceeding; and that information systems need to cover five broad areas of customer data, operation data, employee data, supplies/ partners/ collaborative ally data and the financial participation data. ICT broadly can allow for a reduction in transactions costs, improved access to timely and usable knowledge, improved communication with markets and within supply chain, acquisition of appropriate skills for enhancement of productivity and improved information about new opportunities (Gunga, 2008.)

Manyara (2003) also observes that the rate of technology adoption and its overall application in cooperatives in the region is generally low and that the main reason for this includes conservatism, costs and ignorance. Source of technology on the other hand refers to mode of technology acquisition, whether it is internal R and D, external R and D or others. These are methods or ways to pursuing technology strategies (Spital & Bickford, 2002). The last three dimensions (level of investment, organization and policies, and source of technology) are greatly allied to technology management processes, which are to be distinguished from technology strategy content for further evaluation of their contribution as a source of competitive advantage (Herman, 2008).

2.3 Conceptual frame work.

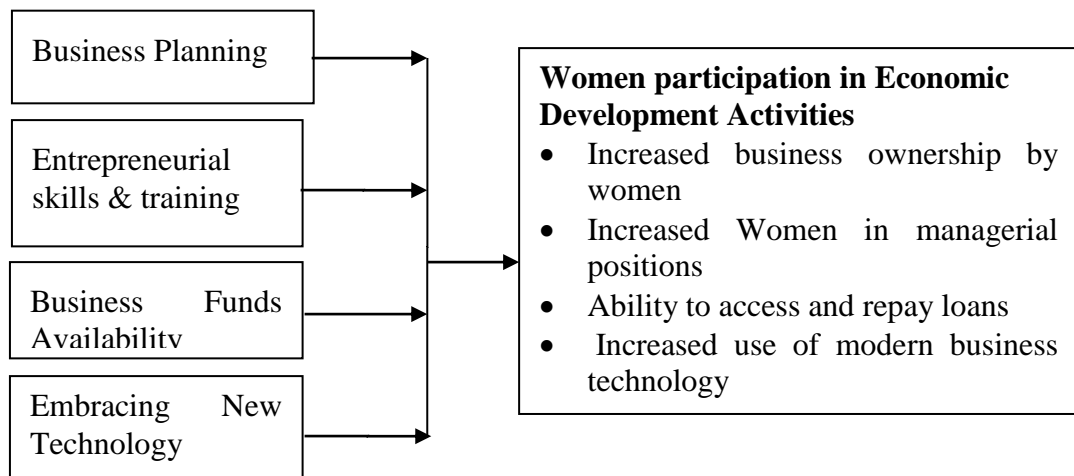


Figure 1: conceptual frame work

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design. The target population of the study comprised of one hundred and eight three (183) women groups registered under social services and operating within Changamwe Constituency in Mombasa County. A sample size of 55 respondents was used for this study and it was drawn from operational women business enterprises in Changamwe. The technique that the researcher used to collect information from the respondents was random sampling. The 55 respondents was drawn from the 183 women groups' enterprises which translate to 30% by picking one at an interval of three from the first respondent. The data was collected through administration of questionnaires. The researcher got a letter of introduction from the department of business, Kenyatta University. Questionnaires, oral interviews and document analysis were used as the main tools for collecting data in this study. Reliability and validity of the questionnaire was tasted before final application. Concurrent validity and content validity were tested. Multiple regression model was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Women Participation

X₁ = Business planning

X₂ = Entrepreneurial Training

X₃ = Availability of funds

X₄ = New Technology

e is error term

β_0 represents the constant

$\beta_{1,2,3,4}$ are regression coefficients

4.0 RESULTS AND DISCUSSIONS

4.1 Response rate

The number of questionnaires that were administered to women groups' enterprises was 55. A total of 50 questionnaires were properly filled and returned. This represented an overall successful response rate of 90.9% as shown on Table 1.

Table 1: Response Rate

Response	Frequency	Percent
Returned	50	90.9%
Unreturned	5	9.1%
Total	55	100%

According to Mugenda and Mugenda (2003) and also Kothari (2004) a response rate of above 50% is adequate for a descriptive study.

4.2 Demographic Characteristics

4.2.1 Members registered in the group

The respondents were asked to indicate the number of the members registered in their group. Result findings were presented in figure 2.

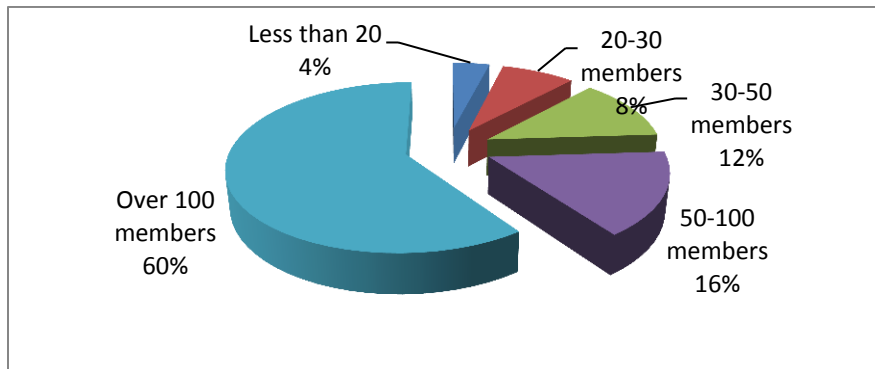


Figure 2: Members registered in the group

Majority of the respondents who were 60% indicated that the number of members registered in their group were above 100, 16% of the respondents indicated 50-100 members, 12% of the respondents indicated 30-50 members, 8% of the respondents indicated 20-30 members while only 4% of the respondents indicated less than 20 members. This implies that majority of the women business enterprises in Changamwe had a lot of members who had registered.

4.2.2 Position held

The respondents were further asked to indicate the position they hold in the women group. Result findings were presented in figure 3.

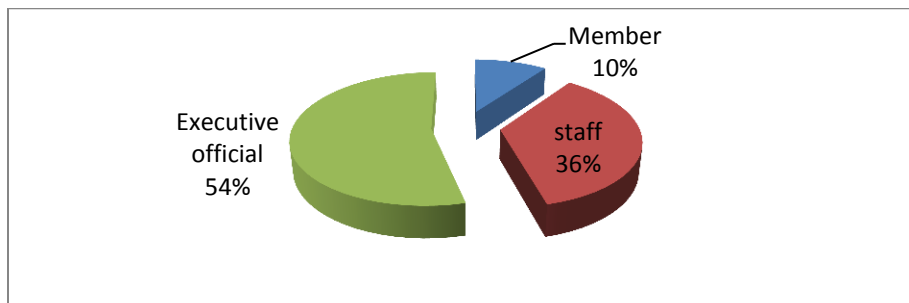


Figure 3: Position held

Majority of the respondents who were 54% indicated that they were executive official, 36% of the respondents indicated that they were staff while only 10% indicated that they were members.

This implies that majority of the respondents who were interviewed were executive officials of the group and thus have more information about the women business enterprises in Changamwe.

4.2.3 Type of business involved

The respondents were further asked to indicate the type of business involved. Result findings were presented in figure 4.

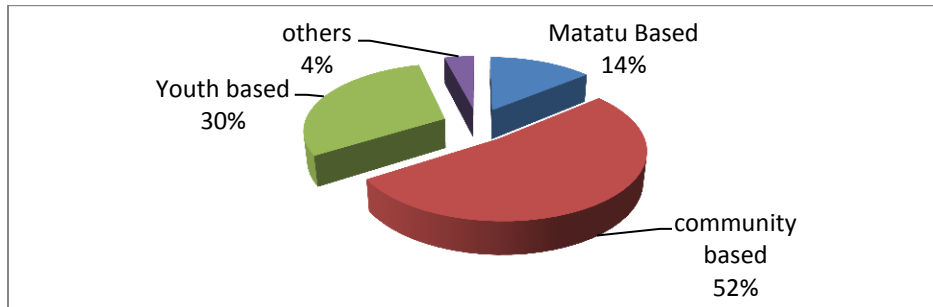


Figure 4: Type of business involved

Majority of the respondents who were 52% indicated that they were involved in community based business, 30% of the respondents indicated that they were involved in youth based business, 14% of the respondents indicated that they were involved in Matatu based business while only 4% of the respondents indicated that they were involved in other businesses. This implies that most of the people in women business enterprises in Changamwe are involved in community business.

4.2.4 Duration of operation

The respondents were further asked to indicate the duration of operation of the women group. Result findings were presented in figure 5.

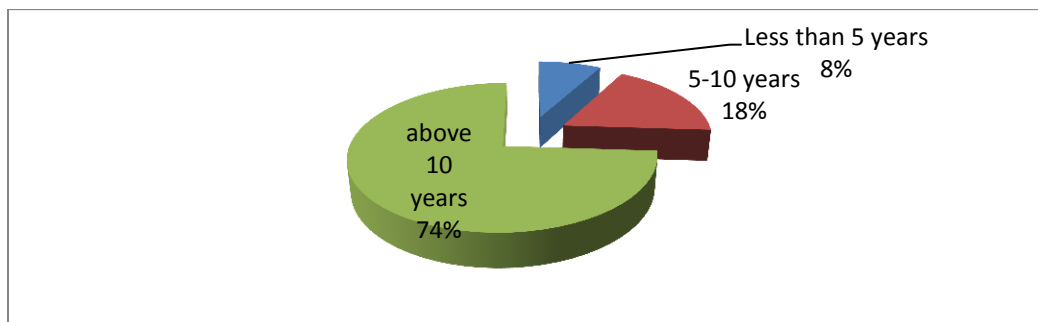


Figure 5: Duration of operation

Majority of the respondents who were 74% indicated that the women group had been in operation for more than 10 years, 18% of the respondents indicated that women group had been in operation for between 5-10 years while only 8% indicated that the women group had been in operation for less than 5 years. This implies that most of the women business enterprises in Changamwe have been in operation for a long period.

4.2.5 Success of the group

The respondents were further asked to indicate whether the group was successful. Result findings were presented in figure 6.

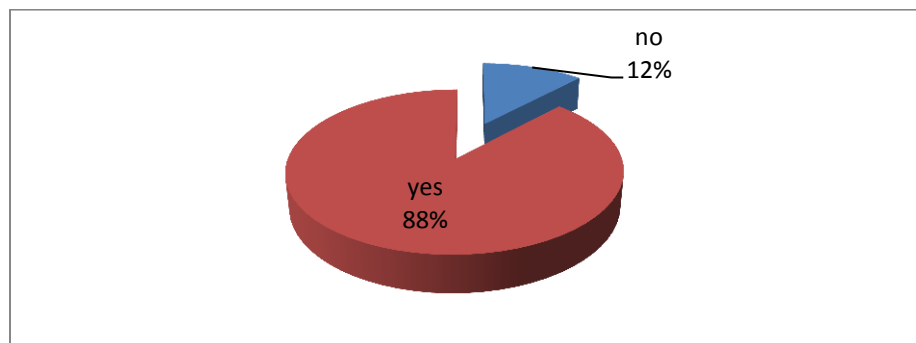


Figure 6: Success of the group

Majority of the respondents who were 88% indicated that the group was successful while only 12% indicated that the group was not successful. This implies that most of the women business enterprises in Changamwe have been performing well and thus successful.

4.3 Descriptive Statistics

4.3.1 Business planning

The first objective was to investigate whether business planning affects participation of women participation in Economic Development activities in Changamwe Constituency in Mombasa County. Results in table 2 revealed that majority of the respondents who were 80% (54%+26%) agreed with the statement that their organization prepares a business plan for their group's activities. The results also revealed that majority of the respondents who were 80% agreed with the statement that their organization engage professionals to prepare the organization business plan.

Table 2: Business planning

statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	mean	Std. Dev
My organization prepares a business plan for your group's activities	6.00%	8.00%	6.00%	26.00%	54.00%	4.14	1.21
The organization engage professionals to prepare the organization business plan	6.00%	4.00%	10.00%	16.00%	64.00%	4.28	1.18
The organization considers all the departmental activities when preparing the business plan.	8.00%	16.00%	0.00%	8.00%	68.00%	4.12	1.44
The organization insists on the effectiveness of the business plan	6.00%	8.00%	18.00%	50.00%	18.00%	3.66	1.06
The organization encourages the members to bring in some ideas for collaboration into the business plan	4.00%	14.00%	36.00%	26.00%	20.00%	3.44	1.09
Total						3.93	1.20

The results also revealed that majority of the respondents who were 76% agreed with the statement that their organization considers all the departmental activities when preparing the business plan. The results also showed that majority of the respondents who were 68% agreed with the statement that their organization insists on the effectiveness of the business plan. The

results also showed that majority of the respondents who were 46% agreed with the statement that their organization encourages the members to bring in some ideas for collaboration into the business plan.

On a five point scale, the average mean of the responses was 3.93 which mean that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 1.20. The results herein imply that business planning influence the participation of women participation in Economic Development activities in Changamwe Constituency in Mombasa County.

4.4.2 Entrepreneurial training

The second objective was to find out whether the entrepreneurial trainings have any effects on participation of women in economic development activities in Changamwe constituency in Mombasa. Results in table 3 revealed that majority of the respondents who were 78% (40%+38%) agreed with the statement that their organization organizes marketing trainings regularly.

Table 3: Entrepreneurial training

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	std Dev
The organization organizes marketing trainings regularly	2.00%	8.00%	12.00%	40.00%	38.00%	4.04	1.009
The organization organizes ICT trainings for the members	4.00%	4.00%	16.00%	38.00%	38.00%	4.02	1.04
The organization offer training to the members on the available business opportunities	2.00%	2.00%	8.00%	46.00%	42.00%	4.24	0.847
The organization offer training in entrepreneurial skills to the members through organizing for workshops/seminars.	2.00%	4.00%	14.00%	40.00%	40.00%	4.12	0.94
The organization encourages the members to attend trainings on leaderships	6.00%	6.00%	14.00%	40.00%	34.00%	3.9	1.129
Total						4.06	0.99

The results also showed that majority of the respondents who were 76% agreed with the statement that their organization organizes ICT trainings for the members. The results also showed that majority of the respondents who were 78% agreed with the statement that their

organization offer training to the members on the available business opportunities. The results also showed that majority of the respondents who were 80% agreed with the statement that their organization offer training in entrepreneurial skills to the members through organizing for workshops/seminars. The results also showed that majority of the respondents who were 74% agreed with the statement that their organization encourages the members to attend trainings on leaderships.

On a five point scale, the average mean of the responses was 4.06 which mean that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 0.99. The results herein imply that business planning influence the participation of women participation in Economic Development activities in Changamwe Constituency in Mombasa County.

4.4.3 Availability of business funds

The third objective to establish to what extent availability of funds affects women participation in Economic Development activities in Changamwe constituency in Mombasa County. The results in table 4 revealed that majority of the respondents who were 72% (42% +30%) agreed with the statement that their organization accesses bank loans.

Table 4: Availability of business funds

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	mean	Std. Dev
The organization accesses bank loans	10.00%	6.00%	12.00%	42.00%	30.00%	3.76	1.24
The organization accesses micro finance loans	4.00%	6.00%	12.00%	46.00%	32.00%	3.96	1.03
The organization accesses SACCO loans	10.00%	10.00%	10.00%	38.00%	32.00%	3.72	1.29
The organization accesses donor funding	4.00%	4.00%	6.00%	42.00%	44.00%	4.18	1.00
The organization sometimes uses retained earnings to boost the capital base of the development activities	4.00%	2.00%	14.00%	38.00%	42.00%	4.12	1.00
Total						3.95	1.11

The results also showed that majority of the respondents who were 78% agreed with the statement that their organization accesses micro finance loans. The results also showed that majority of the respondents who were 70% agreed with the statement that their organization

accesses SACCO loans. The results also showed that majority of the respondents who were 82% agreed with the statement that their organization accesses donor funding. The results also revealed that majority of the respondents who were 80% agreed with the statement that their organization sometimes uses retained earnings to boost the capital base of the development activities.

On an average likert scale the responses had an overall mean of 3.95 which indicated that the respondents agreed to the majority of the questions asked. The standard deviation of 1.11 indicates that the responses were varied. The results imply that availability of business funds influence the participation of women participation in Economic Development activities in Chagamwe Constituency in Mombasa County.

4.4.4 New technology

The fourth objective of the study was to establish whether embracing new technology affect women participation in Economic Development activities in Chagamwe Constituency in Mombasa County. The results in table 5 revealed that majority of the respondents who were 78% (50%+28%) agreed with the statement that their organization is well versed with new technology.

Table 5: New technology

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std.Dev
The organization is well versed with new technology	6.00%	6.00%	10.00%	50.00%	28.00%	3.9	1.129
The organization current technologies for marketing eg. Advertising using social media.	6.00%	2.00%	4.00%	54.00%	34.00%	4.04	1.009
The organization uses computers to run its operations	12.00%	2.00%	6.00%	50.00%	30.00%	4.02	1.04
The organization uses sophisticated machines for product development	6.00%	8.00%	8.00%	44.00%	34.00%	4.24	0.847
The organization has an ICT department with high internet connectivity.	2.00%	6.00%	12.00%	48.00%	32.00%	4.12	0.94
Total						4.06	0.99

The results also revealed that that majority of the respondents who were 88% agreed with the statement that their organization current technologies for marketing for example Advertising using social media. The results also showed that that majority of the respondents who were 80% agreed with the statement that their organization uses computers to run its operations. The results also revealed that that majority of the respondents who were 78% agreed with the statement that their organization uses sophisticated machines for product development. The results also showed that that majority of the respondents who were 80% agreed with the statement that their organization has an ICT department with high internet connectivity.

4.4 Inferential Statistics

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

4.4.1 Correlation Analysis

Table 6 below presents the results of the correlation analysis. The results revealed that business planning and women participation are positively and significant related ($r=0.685$, $p=0.000$).

Table 6: Correlation Analysis

		Women participation	Business planning	Entrepreneurial training	Business fund	New technology
Women participation	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Business planning	Pearson Correlation	.685**	1.000			
	Sig. (2-tailed)	0.000				
Entrepreneurial training	Pearson Correlation	.766**	.703**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Business fund	Pearson Correlation	.715**	.485**	.662**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
New technology	Pearson Correlation	.564**	.305*	.452**	.555**	1.000
	Sig. (2-tailed)	0.000	0.031	0.001	0.000	

The table further indicated that entrepreneurial training and women participation are positively and significantly related ($r=0.766$, $p=0.000$). It was further established that availability of business funds and women participation were positively and significantly related ($r=0.715$, $p=0.011$). Similarly, results showed that new technology and women participation were positively and significantly related ($r=0.564$, $p=0.008$). This implies that an increase in any unit of the variables leads to an improvement in women participation in economic development.

4.4.2 Model summary

The results presented in table 7 present the fitness of model used of the regression model in explaining the study phenomena. Business planning, entrepreneurial training, availability of business funds and new technology were found to be satisfactory variables in women participation. This is supported by coefficient of determination also known as the R square of 71.8%. This means that business planning, entrepreneurial training, availability of business funds and new technology explain 71.8% of the variations in the dependent variable which is participation of women in Economic Development activities in Changamwe Constituency in Mombasa County. This results further means that the model applied to link the relationship of the variables was satisfactory.

Table 7: Model summary

Indicator	Coefficient
R	0.848
R Square	0.718
Adjusted R Square	0.693
Std. Error of the Estimate	0.32928

4.4.3 Analysis of variance (ANOVA)

Table 8 provides the results on the analysis of the variance (ANOVA).

Table 8: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.446	4	3.111	28.697	.000
Residual	4.879	45	0.108		
Total	17.325	49			

The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of women participation. This was supported by an F statistic of 28.697 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

4.4.4 Regression of coefficients

Regression of coefficients results in table 9 shows that business planning and women participation are positively and significant related ($r=0.253$, $p=0.015$).

Table 9: Regression of coefficients

Variable	B	Std. Error	T	sig.
(Constant)	0.016	0.413	0.04	0.968
Business planning	0.253	0.1	2.534	0.015
Entrepreneurial training	0.254	0.115	2.209	0.032
Business fund	0.231	0.11	2.097	0.042
Technology	0.248	0.11	2.26	0.029

The table further indicates that entrepreneurial training and women participation are positively and significant related ($r=0.254$, $p=0.032$). It was further established that availability of business funds and women participation were positively and significantly related ($r=0.231$, $p=0.042$) while new technology and women participation were also positively and significantly related ($r=0.248$, $p=0.029$).

Thus, the optimal model for the study is;

$$\text{Participation of women} = 0.016 + 0.253 \text{ Business planning} + 0.254 \text{ Entrepreneurial training} + 0.231 \text{ business funds} + 0.248 \text{ Technology.}$$

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary findings

The first objective was to investigate whether business planning affects participation of women participation in Economic Development activities in Changamwe Constituency in Mombasa County. The findings revealed that business planning and women participation are positively and significant related. This is also supported by the statements in the questionnaire which majority of the respondents agreed

The second objective was to investigate whether entrepreneurial training affects participation of women participation in Economic Development activities in Changamwe Constituency in Mombasa County. The findings revealed that entrepreneurial training and women participation are positively and significant related.

The third objective was to determine whether availability of business funds affects participation of women participation in Economic Development activities in Changamwe Constituency in Mombasa County. The findings revealed that availability of business funds and women participation are positively and significant related

The fourth objective was to evaluate whether embracing new technology affects participation of women participation in Economic Development activities in Changamwe Constituency in

Mombasa County. The findings revealed that embracing new technology and women participation are positively and significant related.

5.2 Conclusion

Based on the findings above the study concluded that business planning, entrepreneurial training, availability of business funds and new technology influence the participation of women in economic development.

The study also concluded that women will find it exceedingly difficult to develop a future strategy for business without knowing its current strategies and measuring their success to date.

The study also concluded that education and training can play a key role in its development. In addition education and training opportunities play a key role in cultivating future entrepreneurs and in developing the abilities of existing entrepreneurs to grow their business to greater levels of success. The level of education and training required to develop each of these skills will be highly dependent upon the levels of human capital that individuals might already possess before embarking upon their entrepreneurial journey. The study also concluded that developing entrepreneurial skill-sets engender enterprising persons who are equipped to fulfill their potential and create their own futures, whether or not as entrepreneurs.

In addition the study also concluded that the broad objective of the fund is to facilitate enterprise development initiatives among women through the disbursement of loans through a revolving credit fund.

Lastly the study concluded that technology strategy play an important role in determining success in business ventures in technology-driven industries such as industrial automation company. However, technological environment changes rapidly and that it is perhaps the most dynamic force now shaping our destiny.

5.3 Recommendations

Based on the research findings, the study recommended that the starting point of every women group should be determining a group existing vision, mission, objectives and strategies.

The study also recommended women group enterprises should consider all the departmental activities when preparing the business plan.

In addition the study also recommended the Strategic leadership should use the SWOTS to help identify possible strategies as follows: built on strengths to resolve weaknesses, exploit opportunities and avoid threats. The resulting strategies can be filtered and molded to form the basis of a realistic strategic plan. Devising Business Strategies, for further insights into the development of strategies, next are the strategies rules and guidelines by which the mission, objectives etc may be achieved.

The study recommended that the women group enterprises should have more than financial services. They need skills, training or other inputs to make their enterprises a success.

The study also recommended that level of education and training required to develop each of these skills should be highly dependent upon the levels of human capital that individuals might already possess before embarking upon their entrepreneurial journey.

In addition the study recommended that women group enterprises need skills, training or other inputs to make their enterprises a success.

5.4 Areas for Further Studies

The study sought to establish the effects of strategic management drivers on participation of women in economic development activities in Changamwe constituency in Mombasa County, Kenya. This called for evaluation women only, thus area for further studies could consider other groups for example participation of youths participation in economic development for purpose of making a comparison of the findings with those of the current stud

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