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Social Empowerment on Sustainability of Women Self-Help Groups Projects in Nakuru West Sub-County, Kenya

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Abstract:

In 2017 there were a total of 997 registered women Self-Help Groups in Nakuru West. During the year, 438 WSHGs were deregistered. Among them, 48% were deregistered for continued dormancy, 21% due to poor financial management, 12% due to withdrawal of members incapacitating the SHGs functions while the rest (19%) for other reasons such as mutual agreement among members to deregister the group, internal disputes, and successful achievements of Group objectives. In the 2018/19 financial year, the Uwezo Fund funded 102 women Self-Help Groups in Nakuru West Sub-County, disbursing a total of three hundred million Kenya Shillings to fund incoming generating activities. However, the fund had no significant impact on women's empowerment as most of the funds dispersed were either misappropriated or channeled to other family issues rather than being used to empower the women. The general objective of the study was to establish the influence of social empowerment on the sustainability of women Self Help Groups projects in Nakuru West Sub-County, Kenya. Specifically, the study sought to assess the influence of Training of members, Stakeholders' Involvement, and Leadership on the sustainability of women Self Help Group projects in Nakuru West Sub-County, Kenya. The study was guided by the following theories and models:

Grow Training Model,

- Sustainable Business Models,
- Dunham and Pierce's Leadership Process Model, and
- Stakeholders Theory

This study utilized a Cross section research design. The unit of analysis was 176 women Self-Help Groups in Nakuru West Social Development Office. The unit of observation was 176 chairpersons of women Self-Help Groups in Nakuru West Sub-County. Another unit of observation was 5 officers in Nakuru West Social Development Office. Since the target population was manageable, the study adopted a census technique to include all the 176 targeted chairpersons of women Self-Help Groups and 5 officers in Nakuru West Social Development Office. Research data was collected using primary data. Primary data was collected using questionnaires and interviews to collect data from the respondents. Questionnaires were used to collect data from 176 chairpersons of women Self-Help Groups in Nakuru West Sub-County. A pilot study was undertaken in Njoro Sub-County. The validity of the questionnaire was examined using content validity, while the reliability of the questionnaires was evaluated through Cronbach's Alpha which measures internal consistency. Data were edited, coded, and entered into Statistical Package for Social Science version 25. The resulting data were then analyzed using both descriptive and inferential statistics. This was later presented using a frequency table. The study revealed that the group has a well-structured leadership framework. The study also revealed that the leadership structure determines the flow of information, which affects the sustainability of women SHGs projects. The study concluded that there exists a positive and significant relationship ($r = .641, P=0.000$) between the training of members on the sustainability of women's self-help group projects in Nakuru West. The study concluded that there was a strong positive and significant relationship between stakeholder involvement and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya correlation ($r=0.619$ and $P=0.023$). The study also concluded that there was a strong, positive, and statistically significant relationship between leadership and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya ($r=0.597, P=0.018$). In conclusion, the study recommends that the department of social services, which is the body involved in policy issues, should help SHGs put on capacity-building forums which allow the members to be trained and equipped on the challenges that bedevil group.

Keywords: Training, stakeholder involvement, leadership sustainability and women self-help group projects

1. Introduction

1.1. Background of the Study

Social empowerment is the ability to exert control over decision-making within the domestic sphere so that the measures can include:

- Women's mobility or freedom of movement,

- Freedom from violence, negotiations, and discussion around sex,
- Control over choosing a spouse,
- Control over the age at marriage, family size decision-making, and
- Access to education (Vikrant & Sharma, 2015)

Social empowerment reinforces the ability to participate economically and politically, which, in turn, reinforces women's standing in society. Women can get a secure place in society if they are socially empowered, which can be achieved through SHG (Vikrant & Sharma, 2015). Poor people's empowerment, and their ability to hold others to account, are strongly influenced by their assets and capabilities of human, social, and psychological ability. Also important are people's collective assets and capabilities, such as voice, organization, representation, and identity (Blomkvist, 2017). The elements of social empowerment include:

- Training the local community,
- Involving the community in decision-making processes, and
- Nurturing leadership skills (Goetz, & Jenkins, 2016)

The training opportunities refer to the improvement or betterment of the Self-Help Group members through enriching the activities related to social empowerment. Baden (2018) suggests that training in governance is an essential aspect of social empowerment. Good governance, equality in gender, and social empowerment are necessary conditions to reduce poverty in emerging economies. The training focused on gender equality is the central pillar and enhances the excellent training on governance and poverty reduction for sustainability requires women's involvement (Kabir, 2018). Self-Help Groups are informal and formal organizations, and they have weak governance. The capability of members in governance is weak due to limited knowledge of political and legal norms; thus, they require training in governance to help poor women. Training in governance helps women enter into politics at the local level and get involved in discussions with regime officials. Thus, proper training in governance leads to the social, economic, political, psychological, and legal empowerment of women, such as:

- Their participation in election campaigns,
- Social and entrepreneurial activities,
- Literacy training programs,
- Policies formulation and related activities to fight against superstitious beliefs, and
- Awareness of injustice in society

Stakeholders' involvement is paramount in the sustainability of the self-help groups. Despite emergencies and minor decisions generally not suitable for investors' inclusion, a complex situation reaching effects allows shareholders' inclusion, thus avoiding constraints in the future when done progressively rather than reacting to a problem (Maina, 2015). Stakeholders' involvement focus is normally to share information and assemble inputs from public members who may be interested in a project. The organizational principles of the Women Self-Help Group are to:

- Clarify the objectives of stakeholder engagement,
- Embed stakeholder engagement in a framework,
- Identify the necessary resources for stakeholder engagement,
- Put in place plans for organizational learning and rewarding effective stakeholder engagement, and
- Recognize that some stakeholders have the potential to play a key role, which will enhance the sustainability of the Self-Help Group (Liberati, 2019)

Leadership skills are essential for the success of teamwork. In many cases, leaders are not aware of the main needs and wants of their subordinates, or they fail to understand the difference between the individuals involved in the team. As a result, the various issues that were not identified in time among team members resulted in the decreasing productivity of team members (Phelan & Young, 2016). It is crucial for leaders to provide compelling direction which can help the members of the team achieve the team and organizational objectives. Compelling direction can consist of transformational leadership, also known as person-focused leadership behavior, and compelling direction should be good enough to initiate the structure, which is task-focused leadership (Mumford & Gustafson, 2017).

Self-Help Groups (SHGs) are small voluntary groups of people, usually belonging to the same economic background, and they meet the necessary means of saving and financial support for their group members. They get assistance from non-governmental organizations (NGOs), commercial banks, institutions, and other places (Khatai & Indra, 2018). Grameen Bank of Bangladesh was the inspiration for Self-Help Groups. Self-Help Groups (SHGs) are regarded as one of the most important tools for implementing a participatory approach to women's social and economic empowerment. The empowerment of women through SHGs would benefit not only the individual woman but also the family and community as a whole through collective action for development. The economic impact of self-help groups is relatively more pronounced on the social aspect than the economic aspect.

Self Help Groups are a boon in rural areas that give rural people financial autonomy and make them economically independent (UN, 2016). Self-Help Groups have become a platform for the exchange of experiences and ideas. Self-Help Groups' members have tremendous energy to start their enterprises given the right opportunities; they develop self-confidence and self-esteem through Self-Help Groups (IFAD, 2013). Self-Help Groups seem to be the much-needed vehicle that the poor and marginalized members of society will use to attain financial independence. It is argued that in a few years to come, members of Self-Help Groups will be doing as well as the bankable population.

Throughout history, Women have borne an unequal share of the burden of poverty globally due to societal and structural barriers to equity. SHGs represent vital links to Governmental, Non-Governmental Organizations programs, and other external development partnerships, which have also been established to support the population and address

poverty (UN, 2017). Women SHGs could facilitate these goals through the development of social capital and the mobilization of women.

1.1.1. Global Perspective on Self-Help Groups

The impact of Self-Help Groups (SHGs) in India is noteworthy in terms of self-worth, such as self-confidence, capacity building, and provision of self-employment opportunities to meet the economic crisis. It also improves the assessment-making capacity in terms of various social, political, economic, and educational dealings, as well as mobilizing women to fight against various types of exploitation against them in family and society at large (Vukovic, Petrovic, Maiti, & Vujko, 2021). Although the growth of SHGs in India has been phenomenal, they face significant problems that might hamper their growth in the coming years. For instance, politicizing subsidy allotment among SHGs has become a big problem, thus creating a sustainability gap (Roppa, 2015).

In 1992 Self-Help Group - Bank Linkage Programmes (SBLP) program was launched by National Bank for Agriculture and Rural Development (NABARD) with a small pilot project linking 225 Self-Help Groups (SHGs) with banks. The program covered approximately 86 million poor households in 6.1 million Saving-Linked SHGs and 4.2 million credit-linked SHGs (Swain, 2019). The Self-Help Groups aimed to provide a platform for banking with the poor and downtrodden to create a reliable business relationship. Up to date, the program provides livelihood opportunities to village women through micro-credit with the existing banks in the area, offering skills, training, and loans to members so that they can take up certain activities (Nayak, 2019). The formation of Self-Help Groups (SHGs) guarantees the overall development of women, particularly in rural areas (Panigrahi, 2019).

The study by Bhaskara (2012) cited that, despite of spectacular achievement of Self-Help Group - Bank Linkage Programmes (SBLP) program in India, the program is facing several shortages.

First, a wide gap between the Community Resource Persons (CRPs), who are the program leaders and ordinary group members, has created a wide information gap.

Secondly, at the grass-roots level, the feeling of ownership of the federation structure and awareness of federation matters seem to be underdeveloped.

Thirdly, members have continued depending on external support, which has hampered the mobilization of their own initiatives, self-administration, and self-responsibility among them, which is a core element for sustainability.

Finally, primary members are no longer making any monetary contributions for institutional development and functions, hence, totally dependent on Self Help Promoting Agencies (SHPA) - which was established to promote SHGs.

In Afghanistan, the basic idea of a Self-Help Group is a concept of a few people coming together at regular intervals, such as weekly, bi-weekly, or monthly (Schmeding, 2017). According to Schmeding, each member contributes a small amount of money to a communal fund, for example, 20, 50, or 100 AFN per person. Once the groups are established, Self-Help Groups can run by themselves in saving and accumulating money, giving loans, and collecting the money back. Training through organizations that established them enables continuous learning of aspects such as business development and leadership and often of tangible skills and decision-making abilities that can be used in developing businesses.

Schmeding (2017) established that SHGs in Afghanistan face dynamics on their road map to sustainability. These dynamics include:

- Complicated formalization of bureaucratic structures and bottlenecks,
- A high level of insecurity that makes it almost impossible to the supervision of SHGs activities,
- Ineffective training that does not meet the market standards,
- Over-ambitious budgets and
- Voluntary withdrawal of members from the group leaving the group on deficits

In addition, most members complained of insufficient funding that could lead to achieving sustainable standards, which resulted in dependency.

1.1.2. Regional Perspective on Women Self-Help Groups

In Ethiopia, the concept of SHG was introduced in 2002 by Kindernothalf and Tearfund (two International Organizations) to reduce poverty, improve livelihoods, empower women, and promote social inclusion (Deko, 2014). Despite their successful role in empowering women in the region, SHGs face challenges such as:

- The lack of legal personality (CoSAP, 2012),
- The lack of uniformity in the way SHGs have been registering, and
- The inconsistency that has to do partly with the lack of appropriate laws

The savings and credit experiences, training programs, and success stories have increased the confidence level of most SHGs significantly to take loans to launch or expand their businesses. However, internal savings remain insufficient to meet the growing loan demands, which can only be offset through external loan provisions. Despite having training programs, most SHG's facilitators/promoters have complained of deficiencies in terms of budget constraints (Deko, 2018). The performances of inadequately trained SHG members are poor. Other internal challenges facing SHGs in Ethiopia include:

- Dependency syndrome, where new members join SHGs at a time with the hope that they are likely to receive aid at some stages,
- Default incidences,
- Suspicion about hidden religious agendas, and
- Misunderstandings over interest

In Uganda, SHGs are organized and run by the Self-Help Group Approach Uganda (SHGAU), which was started in Uganda in 2003 and funded by a German organization called Kinder NotHilfe. The project has approximately 2600 SHGs in 27 districts in Uganda. Approximately 99% of the group members are women. SHGAU groups meet weekly, and leadership roles within the groups are rotational. Weekly saving amounts typically range from 100 to 1,000 shillings, usually with older groups saving more and new groups starting out saving less. Interest rates typically range from 3% to 10% per month (Bamutungire, 2014). SHGAU encourages groups to go beyond just savings and loans by setting up Cluster Level Associations (CLAs) which usually meet once a month. CLAs are made up of around ten SHGs. The prime purpose of implementing SHG was to unite poor people to unleash the potential to develop socially, economically, and politically. Flynn (2017) stated that SHGs successfully alleviate poverty in rural areas and increase human development, especially among women. The limitations that groups faced were not so much with the groups themselves. However, there may be a few very minor structural problems with the groups, but with outside forces, mostly cultural and economic. Specifically, the Ugandan cultural views of women and the poor economic market situation in Uganda hindered the impact of the groups.

The study conducted by Odina Kachukwu (2015) highlighted the common aims and objectives of the Self-Help Groups in Nigeria, including:

- Helping members in their livelihood activities,
- Fostering mutual cordial relationships among members,
- Ensuring unity among members, and
- Giving assistance of any kind to members who may require such, advancing loans to members,
- Giving mutual aid to members in carrying out the activities in their chosen area of earning a living,
- Encouraging thrift among members, and
- Mobilizing credit facilities for the members

The common aims and objectives of the self-help groups included maintaining law and order in the community and fostering cultural growth. Essentially, they aimed at providing a basic minimum response by way of reducing risks and vulnerabilities encountered by members. Such a basic minimum response is further extended to non-members who may qualify for assistance. The study also established that some Self-Help Groups lacked sustainability strategies, such as:

- The lack of strict and honest discharge of their obligations to their members among leaders,
- The lack of transparency and participatory governance in their activities, and being unresponsive to the demands of the members

1.1.3. Women Self-Help Groups in Kenya

The Self-Help Associations bill (2015) defined a Self-Help Group as a non-professional association formed by community members from the same socio-economic background with a common problem or situation for pooling resources, gathering information, and offering mutual support, services, or care. An association qualifies for registration as a Self-Help Group if such association consists of at least five persons and not more than forty persons who have attained the age of eighteen years and are of sound mind. Members of the association should have a common socio-economic agenda that the self-help association seeks to satisfy (The Self-Help Associations Bill, 2018).

According to Wanjiku (2015), the Self-Help Group concept began in rural Kenya, with the initial informal Self-Help Groups' main activities being saving and lending money (merry-go-round activities), which then grew into formal groups, which were more cohesive and tended to move on to development activities such as the purchase of iron roofing sheets and water tanks, as well as the construction of latrines and bathrooms. In Kenya, self-help groups are the main means through which field workers of development and welfare agencies practice the community development approach. This approach emphasizes the participation of members of communities and self-help groups in development and welfare activities seeking to improve their lives (Chitere & Ngundo, 2017).

In Nakuru County, there were 15,321 registered Self Help Groups by 2013. To enhance the success of the important role they play in the socio-economic development of the local communities, these groups are managed at Sub-County and Ward levels under Community Development Assistant (CDA) and Social Development Offices (SDO).

In Nakuru-west Sub-Counties, self-help groups are very common among rural and urban communities and have been in existence for a long time. They have been widely used by development actors such as governmental and non-governmental organizations (NGOs) as a way of mobilizing people to reduce poverty levels, thus bringing social and economic development to the people. Data from Nakuru West Social Development Office recorded on July 13th, 2022, revealed that there are 2249 registered self-help groups that engage in different income-generating activities within Nakuru West Sub-County. Among them, 176 were women's self-help groups, while the rest were mixed self-help groups. Despite their existence, some of the women leaders in self-help groups face different challenges that may prevent them from realizing their dreams. Most members of Nakuru West women's SHGs are semi-illiterate and therefore lack capacity building on financial literacy and enterprise development. Although many SHGs are already involved in small savings schemes such as table banking, merry-go-rounds, and projects, they are yet to achieve total sustenance and social fulfillment.

1.2. Concept of Women Self-Help Groups Projects

A self-help group project is a method of development initiatives that offer community groupings power over organizing, making decisions, and allocating resources (including local governments). It entails initiatives to enhance community outreach, decision-making, and resource management so that localities can develop assets and infrastructure

and support income-generating enterprises (UNECA, 2016). The idea underlying self-help group project interventions is that by incorporating participants in determining needs and priorities, selecting investments, and managing investment monies, participants can achieve better development results than more top-down, centralized methods. Additionally, it involves members' active participation, which gives the people (Gathuni, 2017).

Self-Help Groups' (SHGs') projects have been promoted. After all, it makes development more inclusive and responsive to the real needs of the poor because it has the potential to:

- Empower poor people,
- Improve governance,
- Build social capital,
- Strengthen communities' collective action, and
- Shift public spending to represent the needs of the excluded SHGs' project objectives, including:
 - Expanding access to services by strengthening education, health, and access to markets,
 - Increasing collective or individual income and consumption through microfinance and skill development,
 - Supporting local governance, and
 - Helping the government to reconnect with its citizens and rebuild trust in case of conflict

As emphasized by the most current World Bank Group Gender Strategy, Self-Help Groups (SHGs) initiatives give women a chance to influence local decisions so that they closely represent their preferences and needs (World Bank, 2015). SHG projects for low-income women enable them to attain enlightenment and realize their own potential (Kapoor, 2019). They hone their emotional intelligence and their leadership capabilities. In turn, this helps them comprehend the actual state of their followers. SHG programs also produce beneficial indirect impacts to the extent that they successfully reduce poverty and enhance community well-being. Thus, there is justification for placing greater emphasis on women's empowerment, given the substantial connection between gender equality and poverty alleviation. Furthermore, because SHG projects are carried out in rural regions, they promote

1.3. Statement of the Problem

Different organizations have promoted or supported SHGs from different perspectives and agendas. Despite the evidence of Self Help Group accomplishments in a given realm of national and local level development, it is often evident that Self-Help Groups, once formed, may not meet the needs of the members and, at the same time, sustain themselves. Although women's groups' access to financial services has increased substantially, the ability to sustain them is often limited. They face many challenges, such as poor leadership, lack of knowledge, and inadequate funding.

In 2017 there were a total of 997 registered women Self Help Groups in Nakuru West (Nakuru West WEF, 2017 report). During the year, 438 WSHGs were deregistered. Among them, 48% were deregistered for continued dormancy, 21% due to poor financial management, 12% due to withdrawal of members incapacitating the SHGs functions while the rest (19%) for other reasons such as mutual agreement among members to deregister the group, internal disputes, and successful achievements of Group objectives.

Over the years, a majority of self-help groups have received funding from different donors. For example, in the 2018/19 financial year, the Uwezo Fund funded 102 women's self-help groups in Nakuru West Sub-County, disbursing a total of three hundred million Kenya Shilling to finance incoming generating activities (Government of Kenya, 2018). The Golden Jumbo Women S.H.G. Project and Genesis Women S.H.G. Project in Nakuru West, with a total of 24 and 18 members, respectively, were funded Ksh. 300,00/100,000, 500,00/200,000, and 600,000/300,000, respectively, in 2016/2017, 2017/2018, and 2018/2019 budgetary allocations by Women Empowerment Funds (Nakuru West WEF, 2020 report). However, the fund has not had a significant impact on women's empowerment as most of the funds disbursed were either misappropriated or channeled to other family issues rather than being used to empower the women's projects. This is evidenced by the slow growth rate of women's enterprises within Nakuru West Sub-County. Despite the women self-help groups in Nakuru West receiving the funds, their enterprises still face a myriad of issues that affect their growth and profitability and, hence, diminish their ability to contribute effectively to the sustainable development of the economy. One of the notable key issues of concern is the inadequacy of credit availability for the expansion and growth of businesses from private commercial, financial support entities. This situation has necessitated various women self-help group enterprises to seek alternative financial support (World Bank Report, 2020).

Various studies have been conducted on the sustainability of self-help group projects. Mukherjee and Purkayastha (2016) conducted a study on factors affecting the sustainability of self-help group projects in India. They found out that external factors such as poor infrastructure, unfriendly bank lending rates, and lack of control over policymaking affect the sustainability of self-help groups. Mumbar (2018) conducted a study on the influence of women's enterprise development funds on the project sustainability of self-help groups in Mombasa. The survey established that there is a positive correlation between women's enterprise-funded groups and project sustainability in Kisauni-Mombasa. Gitonga (2015) also conducted a study on factors influencing project sustainability. The study established that community projects influence the sustainability of community development projects. However, none of the studies has specifically sought to assess the relationship between social empowerment and project sustainability. Therefore, the study sought to assess the influence of social empowerment on the sustainability of women's self-help group projects in Nakuru West Sub-County, Kenya.

1.4. Purpose of the Study

The purpose of the study was to establish the influence of Social Empowerment on the Sustainability of Women Self-Help Groups projects in Nakuru West Sub-County, Kenya.

The study was guided by the following specific objectives:

- To assess the influence of training of members on the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya.
- To determine the influence of stakeholders' involvement on the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya.
- To establish the influence of leadership on the sustainability of women Self-Help Group projects in Nakuru West Sub-County, Kenya.

1.5. Research Hypotheses

The study was guided by the following null hypotheses:

- H₀₁: There is no significant influence of training of members on the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya.
- H₀₂: There is no significant influence of stakeholder involvement on the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya.
- H₀₃: There is no significant influence of leadership on the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya.

2. Literature Review

2.1. Theoretical Framework

2.1.1. Goal Reality Options Will (GROW) Training Model

GROW Training Model was developed during the 1980s and 1990s by Alexander and Whitmore. GROW training model is probably the most widely-utilized goal-setting and problem-solving model. It provides a simple, methodical, yet powerful framework of four main stages of a coaching or mentoring session. During the first stage of the process, the goal is the priority. Once a topic for discussion is agreed upon, specific outcomes and objectives should be discussed by the coach/mentor and the client/mentee/pupil. These may be short-term goals, or when appropriate and a clear path to the outcome can be agreed upon, they may be long-term aims (Alexander, 2010). Goals should be SMART: Specific, Measurable, Accurate, Realistic, and Timely. The goal should also be inspirational and positive while being challenging and requiring them to stretch themselves and their abilities to achieve it.

During the second stage of the process, both the coach and mentee outline and discuss the situation's current reality using various methods and techniques. The coach may invite the client to assess their own situation before offering advice or specific feedback on the current scenario and obstacles faced (McCarthy, 2014). The focus should be on the client, and the coach should be looking to identify potential in the situation rather than problems. They should examine any assumptions made by the client with regard to their reality and outlook on future goals and discard any history or events that are irrelevant to the goals at hand (Gorell, 2013).

Once reality and all obstacles to current goals have been discussed and irrelevant 'pseudo-obstacles' discarded, the options for overcoming current issues preventing progress should be examined. At first, the full range of options should be put-forward and discussed, predominantly inviting suggestions from the client. Any suggestions posited by the coach or mentor should be offered carefully and with consideration of the client's overall position. By the end of stage 3, the coach should ensure that at least some choices have been made regarding overcoming obstacles and that there is significantly less ambiguity surrounding immediate actions (Whitmore, 2009).

The final stage of the process is when the client commits to decisive actions to move towards their goal. A plan is drawn up, with the coach guiding the ideas discussed by the mentee, including specific guidelines and timings to make achievable progress. Any potential obstacles that may be encountered during the process are identified, and subsequent solutions are considered, including an outline of the support required throughout. Both mentor and mentee should remain flexible throughout the entire process, and goals/actions may need to be altered to react to both positive and negative events (Whitmore, 2009).

The GROW Model is relevant to the current study as it will help discuss the need for training in attaining sustainability of the projects. Since human beings require continuous training, there is a need for continuous learning and improvement in their skills and knowledge regarding the importance of sustainability. Therefore, to attain sustainability, self-help groups need to focus on training.

2.1.2. Sustainable Business Model

The Sustainable Business Model was developed in the 1970s by the Rome Club. Some current examples of the importance of sustainability initiatives are the Global Reporting Initiative (GRI) Standards, the United Nations Global Compact (UNGP), and the United Nations Sustainable Development Goals (SDG). The GRI is an international organization that created the first and most widely adopted sustainability reporting standards in 1997. In 2004, the United Nations Global Compact was launched as a global initiative to encourage businesses and other stakeholders to adopt environmentally and socially responsible policies (Mohrman & Worley, 2010). Specifically, companies should pursue not

only shareholders' interests but also the interests and concerns of other stakeholders, using the well-known triple-bottom-line approach: economic prosperity, social justice, and environmental quality (Cagliano, Grijalvo, 2014). Implementing changes toward a more sustainable economic system and incorporating sustainability issues into organizations were the key objectives of sustainability in the organization. However, as this idea has developed over time, it has a common theme in definitions in the literature: sustainable business models are seen as a modification of the conventional business model concept, with particular characteristics and goals added to it. They either incorporate sustainability-related concepts, principles, or goals or integrate sustainability into their value proposition, value creation, value delivery, and/or value capture activities.

In 2019, Ünal, Urbinati, Chiaroni, and Manzini proposed classifying sustainable business models according to their suitability for the economy, society, and the environment. Companies can add value to sustainability by implementing more sustainable practices to mitigate or prevent harmful effects on the environment or people, such as reducing waste and workplace stress, or by developing new technologies that address sustainability issues, like green materials or renewable energy (Foss & Saebi, 2017). Actions like conservation initiatives to enhance the physical environment in which businesses are located, taking slow consumption into account in their business models, or focusing on delivery functions rather than ownership, as is done with car-sharing models, are examples of social benefits.

The use of mechanisms like crowd-sourcing platforms, a focus on sustainable initiatives, scaling up solutions to maximize effects, or sharing resources, knowledge, ownership, and wealth creation via peer-to-peer product-sharing platforms are just a few of the economic advantages that businesses can benefit from (Gebauer, Fischer, and Fleisch, 2015).

These depictions illustrate the link between organizational design and business models because changing the strategy for producing, delivering, and capturing value from these two types of sustainable value propositions directly affects the organizational process and necessarily requires realigning the remaining system activities, such as structure, people, and rewards.

The Sustainability Model is relevant to the current study because for women Self-Help Group to attain sustainability, the group enterprises have to consider all the three aspects of sustainability which are: economic, social, and environmental sustainability. Therefore, the model helps us explain the independent variable of the study, which is the sustainability of women Self-Help Groups projects in Nakuru West Sub-County, Kenya.

2.1.3. Dunham and Pierce's Leadership Process Model

Dunham and Pierce (1989) argued that leadership is about setting direction and helping the group members to achieve their common objectives. The model addresses all of the key elements that play a role in leadership and helps the group leaders understand how the parts affect one another. According to Dunham and pierce, four factors play a role in the leadership process, namely: the leader, the followers, the context, and the outcomes.

The first factor is the Leader: The leader is a person who is in charge of the group project. The leader's role is to take charge and set the direction for the project.

The second factor is the Follower: Followers are members of the group who follows the directions on the tasks and project. The performance that the leader can coax out of the follower will largely be responsible for the outcome that will be achieved.

The third factor is the Context: Context refers to the situation/circumstance under which the leader is managing his/her group. This could be a predetermined length of time, such as an emergency project, a challenge, a long-term assignment, or day-to-day work. The context can also include the physical, the resources available, or the event of the project. The context of leadership plays an important role in determining what management style will be successful.

The fourth factor is the Outcomes: Outcomes are the results of the project or tasks that followers have worked on under the leader's direction, such as developing high-quality products, resolving customer needs, etc.

This model shows how the leader, the follower, and the context combine to affect the outcome. It also shows how feedback can affect the other three factors and that any negative action will likely adversely affect the process negatively in the future. The model demonstrates that leadership is a dynamic and ongoing process, so it is important to be flexible (bearing in mind the context and the desired outcomes) and to invest continually in your relationship with your followers. The Pierce and Dunham model will guide the SHGs project leader to:

- Provide regular and good feedback for the members to grow and develop; Be aware of his/her actions and reactions,
- Decisions and behaviors since they will influence the group members (followers),
- To lead honestly and ethically since his relationship with followers will build mutual trust and respect, and
- Apply the appropriate leadership style under the different prevailing circumstances

The model will also guide the group leader to consciously assign tasks with regard to unique skills and strengths and, lastly, to focus on relationship development.

The model is relevant to the current study in that it will help explain the influence of leadership on the sustainability of the projects. The model assumes that all of the key elements that play a role in leadership help the group leaders understand how parties affect each other. The leader is a person who is in charge of the group project. The leader's role is to take charge and set the direction for the project. Therefore, it will help in explaining the influence of leadership on the sustainability of women self-help group projects in Nakuru West Sub-County, Kenya.

2.1.4. Stakeholders' Theory

Edward Freeman proposed the Stakeholder Theory in the year 1984. It is a theory of organizational management and business ethics that accounts for multiple constituencies impacted by business entities like employees, suppliers, local communities, creditors, and others. It addresses morals and values in managing an organization, such as those related to corporate social responsibility, market economy, and social contract theory (Lin, 2008).

The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Donaldson & Preston, 2015). This approach is intended to:

- Broaden the management's vision of its roles and responsibilities beyond the profit maximization function and stakeholders identified in input-output models of the firm, and
- Include interests and claims of non-stock holding groups (Jha & Iyer, 2016)

It is elaborated that the stakeholder model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another. Associated corporations, prospective employees, prospective customers, and the public, at large, need to be taken into consideration (Du Toit, Walker & Campbell, 2014). The managerial importance of stakeholder Involvement has been to demonstrate that the treatment of stakeholders is related to the organization's long-term survival (Muthoka, 2014).

The theory is relevant to the current study since it emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, group leaders should understand that the success of the group can be influenced greatly by the involvement of various stakeholders. These stakeholders will engage depending on the relationship they foster with the Self-Help Group, thus enhancing the sustainability of the group projects. Therefore, the theory helps explain the influence of stakeholders' involvement on the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya.

2.2. Conceptual Framework

The study sought to establish the influence of Training of members, Stakeholders' Involvement, and Leadership on the sustainability of Women Self Help Groups projects in Kenya. In this regard, the Training of members, Stakeholders' Involvement, and Leadership will be the dependent variables, while the Sustainability of Women Self-Help Groups will be the Independent variable. The figure below shows the conceptualization of study variables.

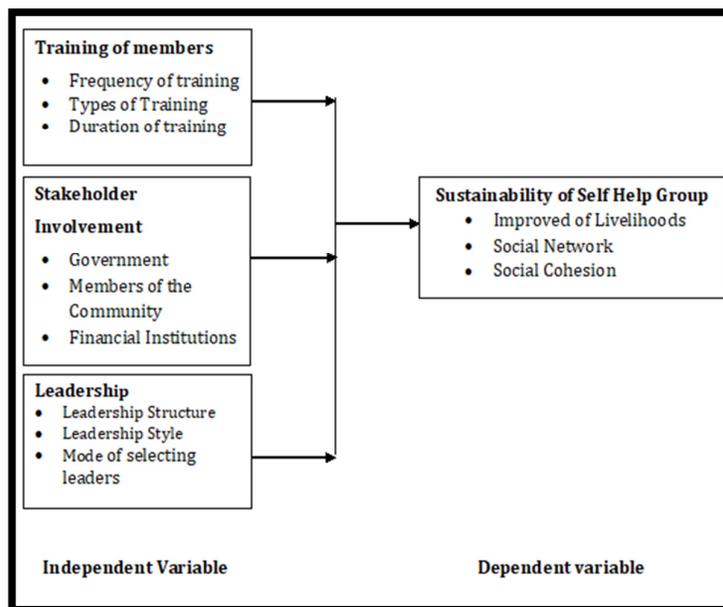


Figure 1: Conceptual Framework

3. Research Methodology

The study utilized a cross-sectional research design. The unit of analysis was 176 women's self-help groups that are registered with Nakuru West Social Development Office. The unit of observation was 176 chairpersons of women's self-help groups in Nakuru West Sub-County. Another unit of observation was the five officers in Nakuru West Social Development Office. Since the target population was manageable, the study adopted a census technique to include all the 176 targeted chairpersons of women's self-help groups and 5 officers in Nakuru West Social Development Office. Research data was collected using primary data. Primary data was collected using a questionnaire to collect data from the respondents. A questionnaire was used to collect data from 176 chairpersons of women's self-help groups in Nakuru West Sub-County. Data was collected using the drop-and-pick-later method. A pilot study was conducted among women's self-help groups in Njoro Sub-County, where 18 questionnaires were issued to chairpersons of women's self-help groups in

was reliable. The validity of the questionnaire was examined using content validity, which checks the appropriateness of the contents of the research instrument. The reliability of the questionnaire was evaluated through Cronbach's alpha, which measures internal consistency. The data was edited, coded, and entered into the Statistical Package for Social Science (SPSS) version 25. The data was then analyzed using both descriptive and inferential statistics. Mean, standard deviation, frequencies, and percentages were all used in descriptive statistics. Inferential statistics entailed the use of correlation and multiple linear regression analysis. The findings of the study were presented using a frequency table.

4. Findings and Discussions

The chapter focuses on data analysis, results presentation, and discussion of the findings. The study issued 176 questionnaires to respondents, out of which 145 responses were represented. This represented 82% response rate.

4.1. Demographic Information

Education Qualification	Frequency	Percentage
O. level	17	11
Diploma	98	68
Bachelor's Degree	30	21
Master's Degree	0	0
Postgraduate Degree	0	0
Total	145	100

Table 1: Highest Education Level
Source: Research Data (2022)

From the findings, 11% of the respondents stated they had attained O. level education, 68% stated that they had attained diploma education, and 21% stated that they had attained degree education. This implies that the majority of the respondents had attained a diploma education. According to Benson (2014), highly educated workers are more effective than less educated workers. Workers with more education are more confident about their skills.

4.2. Training of Members on Sustainability of Women Self-Help Group Projects

The researcher sought to assess the influence of training of members on the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The findings were as indicated in table 2.

Statements Training	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
Group members are trained once every three months	68	23	2	4	3	4.258	0.886
Training programs enhance members' knowledge and skills development.	69	21	0	5	5	4.403	0.557
Members receive training on the need and importance of saving	40	55	0	2	3	4.145	0.807
Training enhances the financial performance of the group	49	33	12	3	3	4.452	0.592
Members are trained on various funding opportunities which help the group to have a sustainable income.	55	40	0	5	0	4.145	0.807
Members are trained on viable investment options which enhance the sustainability of women's SHG project	32	41	8	8	11	3.855	1.185

Table 2: Training on Sustainability of Women Self-Help Group Projects

According to the findings, the majority of respondents agreed that group members should be trained once every three months (mean = 4.258, SD = 0.886). Furthermore, the majority of respondents agreed that training programs enhance members' knowledge and skills development (mean = 4.403, SD = 0.557). The study findings agree with those of Khan (2016), who found that group training and development programs are critical for enhancing members' skills and knowledge. In fact, a 2019 report published in the international journal of business and management research indicates that 90% of group members surveyed agreed or strongly agreed that training and development programs improved their skills and knowledge. Companies can offer many kinds of in-person or online training and development opportunities for group members. Moreover, they can use in-house training, third-party training, or off-site activities to provide those opportunities.

On the same note, a majority of the respondents agreed that members received training on the need and importance of saving (mean = 4.145, SD = 0.807). A majority of the respondents agreed that training enhances the financial performance of the group (mean = 4.452, SD = 0.592). The study findings are in line with those of Rohan and Madhumita (2012). They found that investing in employee training for teamwork, decision-making, and problem-solving has a

profitable impact on the level of growth of enterprises. Training impacts the return on investment and financial performance. The respondents agreed that members are trained on various funding opportunities, which help the group to have a sustainable income (mean = 4.145, SD = 0.807). According to Priyanka (2015), training allows group members to acquire new skills, sharpen existing ones, perform better, increase productivity, and be better leaders. Since a group is a total of what group members achieve individually, offering training on various funding opportunities helps the group to have a sustainable income.

At the same, the majority of the respondents agreed that members are trained on viable investment options which enhance the sustainability of women's SHG projects (mean = 4.855, SD = 1.185). The study findings agreed with those of Lagarde (2013), who found that group members are trained on development and investment opportunities such as real estate and agricultural projects. According to Zhan and Mirza (2015), the main thrust of the women's development activities would be to assist women in the sustainable establishment of income-generating activities to be undertaken in or near the home in some pilot villages.

4.3. Stakeholders' Involvement in the Sustainability of Women Self-Help Group

The researcher sought to find the influence of stakeholders' involvement on the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya. The findings are indicated in table 3.

Stakeholders' Involvement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The government has enacted favorable policies for the operation of Women Self Help Groups	64	29	2	5	0	4.403	0.778
The government has established funding programs suitable for the operations of Women Self Help Groups	54	30	8	5	3	4.307	0.738
The government organizes and facilitates training programs to enhance the capacity of self-help groups	38	38	4	11	9	4.145	0.807
Majority of financial institutions are willing to finance self-help groups	43	34	7	5	11	4.387	0.869
Majority of financial institutions are enacting programs favorable to self-help groups	30	54	5	8	3	4.181	0.513
Self-help groups enjoy the goodwill of the surrounding community	49	40	3	5	3	4.403	0.778
Majority of community members are more willing to join a Self-Help Group	48	44	0	5	3	4.307	0.738

Table 3: Stakeholders' Involvement in Sustainability of Women Self-Help Group

According to the findings, with a mean of 4.403 and a standard deviation of 0.778, the majority of respondents agreed that the government has enacted favorable policies for the operation of women's self-help groups. Furthermore, with a mean score of 4.307 and a standard deviation of 0.738, the majority of respondents strongly agreed that the government has established funding programs suitable for the operations of women's self-help groups. The Karuoya (2017) study supports our findings, which found that the government has enacted policies to support women's enterprises. Such policies include the introduction of a women's enterprise fund to provide accessible and affordable credit to support women in starting and/or expanding businesses for wealth and employment creation.

Furthermore, the majority of respondents agreed that the government organizes and facilitates training programs to enhance the capacity of self-help groups, with a mean score of 4.145 and a standard deviation of 0.807. The study findings concur with those of Kumar (2016), who argues that women-led self-help groups are increasingly being utilized as platforms for delivering development activities by funding agencies and governmental bodies. The government promotes sustainable development through education and by empowering self-help groups in some of the poorest parts of Kenya. It combines learning about environmental issues with basic and ICT skills training to foster both employability and sustainable development. ICT skills are not taught in isolation. Instead, the program takes an integrated approach, relating the use of ICTs to participants' day-to-day lives by focusing on topics such as fishing, tourism, and environmental issues affecting the east African coast.

With a mean of 4.145 and a standard deviation of 0.807, most respondents also concurred that most financial institutions are prepared to sponsor self-help organizations. According to the data, with a mean of 4.181 and a standard deviation of 0.513, most respondents felt that most financial institutions are implementing programs that are beneficial to self-help groups. The study's findings are consistent with those of Atkinson (2014), who discovered that local banks and other financial institutions are eager and prepared to lend money to women-owned businesses since doing so is straightforward. 9.2 million people are employed by women-owned firms, creating \$1.8 trillion yearly sales worldwide.

The majority of respondents also agreed that local support for self-help organizations benefits them, with a mean of 4.403 and a standard deviation of 0.778. With a mean of 4.307 and a standard deviation of 0.738, the majority of respondents concurred that most community members are more inclined to join a self-help group. The study's findings concurred with those of Jayne (2016), who found that individuals are drawn to self-help organizations because they can easily get loans. Extremely poor people can save money with the support of self-help groups. Because of their mutual support, they can provide their other members with small loans for unexpected expenses or use them in their companies. They might function as an efficient tool.

4.4. Leadership on Sustainability of Women Self-Help Group

The study also sought to assess the influence of leadership on the sustainability of women Self-Help Group projects in Nakuru West Sub-County, Kenya. The findings are indicated in table 4.

Statements on Leadership	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The group has a well-structured leadership framework	49	39	10	2	0	4.351	.767
The leadership structure determines the flow of information, which affect the sustainability of women's SHGs projects	48	39	6	4	3	4.345	.692
The tenure of leadership tends to affect the effectiveness of the leader, which affects the sustainability of women's SHGs projects	44	38	7	7	4	4.273	.689
The leadership style adopted by the self-help group determines the sustainability of women's SHGs projects	62	32	3	3	0	4.604	.670
The process of electing leaders is a fair	40	42	9	3	6	3.873	1.037
Members of the group are satisfied with the process of electing leaders	53	44	3	0	0	4.145	0.807
Leaders embrace the opinion of group members	64	29	2	5	0	4.403	0.778
Leaders who embrace the opinion of group members tend to perform better	54	30	8	5	3	4.307	0.738

Table 4: Leadership on Sustainability of Women Self-Help Group

According to the findings, a majority of respondents strongly agreed that the group has a well-structured leadership framework (mean = 4.351, SD = 0.767). According to Smirit (2016), leaders provide a structured approach to the group. The structured approach can generate a plan of action that most effectively meets both the short-term and long-term goals. An inclusive planning process also allows people to identify, contribute to, understand, and achieve well-defined objectives. The commitment and enthusiasm of leaders shape the common goals of the group and provide inspiration and motivation for group members to perform at a high level.

In addition, a majority of the respondents agreed that the leadership structure determines the flow of information, which affects the sustainability of women's SHGs projects (mean = 4.345, SD = 0.692). Similarly, the majority of respondents (mean = 4.273, SD = 0.689) agreed that the tenure of leadership tends to affect the effectiveness of the leader, which affects the sustainability of women's SHG projects. According to Stoddard and Wyckoff (2016), tenure among top leaders is declining significantly, and turnover is increasing significantly. According to them, this failure in leadership selection impacts not only the perceived group effectiveness but also top-line revenues, bottom-line profits, and overall market value. Thus, the tenure of a leader affects group effectiveness.

Furthermore, the majority of respondents (mean=4.604, SD=0.670) agreed that the leadership style adopted by the self-help group determines the sustainability of women SHGs projects. The study findings agreed with those of Ranson (2015), who found that the groups use strategic leadership styles which adopt the top-down vision, commitment, and leadership as essential for the success of sustainability initiatives. Group leaders gather hard data on the financial, social, and environmental benefits of sustainability to create a compelling business case. Leaders define measurable goals and objectives that can be evaluated, and results are reported to demonstrate to stakeholders that investing in sustainability initiatives is worthwhile.

Moreover, a majority of the respondents agreed that the process of electing leaders is fair (mean = 3.873, SD = 1.037). Similarly, the majority of respondents (mean = 4.145, SD = 0.807) agreed that members of the group are satisfied with the process of electing leaders. Furthermore, the majority of respondents (mean = 4.403, SD = 0.778) agreed that leaders should embrace the opinions of group members. Moreover, a majority of the respondents agreed that the leaders who embrace the opinions of group members tend to perform better (mean = 4.307, SD = 0.738). The findings concur with the findings of the Kuran (2016) study, which found that a visionary leader in the groups ensures the vision becomes a reality by:

- Stating clear goals,

- Outlining a strategic plan for achieving those goals, and
 - Equipping and empowering each member to take action on the plan at the organizational, team, and individual levels
- A visionary leader ensures that the vision becomes a reality by:
- Stating clear goals,
 - Outlining a strategic plan for achieving those goals, and
 - Equipping and empowering each member to take action on the plan at the organizational, team, and individual levels

4.5. Sustainability of Women Self-Help Group Projects

The researcher also sought to establish the sustainability of women Self-Help Group projects in Nakuru West Sub-County, Kenya. The findings are indicated in table 5.

Statements Donor Funds	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The livelihood of members has greatly improved since they joined the group	58	24	8	4	6	4.177	0.912
The social network of the groups has consistently improved	40	48	4	8	0	3.984	1.032
There is a consistent increase in the number of group members	50	34	8	4	4	4.145	0.921
There is cohesion among the group members, which has improved the performance of group projects.	54	36	2	5	3	4.563	0.608
The cohesion among the group members makes it possible to complete the project within the projected timelines	48	44	0	5	3	4.307	0.738

Table 5: Sustainability of Women Self-Help Group Projects

From the findings, most of the respondents strongly agreed that members' livelihood has greatly improved since they joined the group (mean=4.177, SD=0.912). In addition majority of the respondents agreed that the social network of the groups has consistently improved (mean=3.984, SD=1.032). The study findings agree with those of Kanyinga and Mitullah (2016), who found that the social network of the Self-Help Group has greatly improved through social empowerment. The social network is a social structure made of individuals (or organizations) that represents 'nodes,' They are associated with one or more types of interdependency, such as friendship, common interests, work, knowledge, prestige, and many other interests.

On the same note, the majority of respondents (mean=4.145, SD=0.921) agreed that there is a consistent increase in the number of group members. Furthermore, the majority of respondents agreed that there is cohesion among the group members, which has improved the performance of group projects (mean=4.563, SD=0.608). Finally, the majority of the respondents agreed that the cohesion among the group members makes it possible to complete the project within the projected timelines (mean=4.307, SD= 0.738). The findings of the study concur with Okun (2017), who found that group members who work well together are often able to increase their group efficiency while completing team projects and working toward company goals. Having a sense of group cohesion in a work environment is important because it can positively affect group members' morale, productivity, and communication.

4.6. Stakeholders' Involvement in the Sustainability of Women Self-Help Group

The researcher sought to find the influence of stakeholder's involvement in the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya.

Stakeholders' Involvement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The government has enacted favorable policies for the operation of Women Self Help Groups	64	29	2	5	0	4.403	0.778
The government has established funding programs suitable for the operations of Women Self-Help Groups	54	30	8	5	3	4.307	0.738
The government organizes and facilitates training programs to enhance the capacity of self-help groups	38	38	4	11	9	4.145	0.807

Stakeholders' Involvement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
Majority of financial institutions are willing to finance self-help groups	43	34	7	5	11	4.387	0.869
Majority of financial institutions are enacting programs favorable to self-help groups	30	54	5	8	3	4.181	0.513
Self-help groups enjoy the goodwill of the surrounding community	49	40	3	5	3	4.403	0.778
Majority of community members are more willing to join a Self-Help Group	48	44	0	5	3	4.307	0.738

Table 6: Stakeholders' Involvement in the Sustainability of Women Self-Help Group

According to the findings, with a mean of 4.403 and a standard deviation of 0.778, the majority of respondents agreed that the government has enacted favorable policies for the operation of women's self-help groups. Furthermore, with a mean score of 4.307 and a standard deviation of 0.738, the majority of respondents strongly agreed that the government has established funding programs suitable for the operations of women's self-help groups. The Karuoya (2017) study supports our findings, which found that the government has enacted policies to support women's enterprises. Such policies include the introduction of a women's enterprise fund to provide accessible and affordable credit to support women in starting and/or expanding businesses for wealth and employment creation.

The majority of respondents also concurred that the government arranges and supports training programs to increase the effectiveness of self-help groups, with a mean score of 4.145 and a standard deviation of 0.807. The study's findings support Kumar's (2016) contention that funding organizations and governmental entities are increasingly using women-led self-help groups as platforms for implementing development initiatives. The government encourages sustainable development through education and supporting self-help organizations in some of Kenya's most underdeveloped regions. It combines learning about environmental issues with basic and ICT skills training to foster both employability and sustainable development. ICT skills are not taught in isolation. Instead, the program takes an integrated approach, relating the use of ICTs to the day-to-day lives of participants by focusing on

A majority of respondents, with a mean of 4.145 and a standard deviation of 0.807, likewise concurred that most financial institutions are prepared to fund self-help organizations. With a mean of 4.181 and a standard deviation of 0.513, the results showed that the majority of respondents believed that most financial institutions were implementing programs that benefited self-help groups. The study's findings are consistent with those of Atkinson (2014), who concluded that lending to women-owned businesses is something that community banks and other financial institutions are eager and willing to do. 9.2 million Individuals are employed by women-owned firms, which bring in \$1.8 trillion annually worldwide.

Further, a majority of the respondents also agreed that self-help groups enjoy the goodwill of the surrounding community, with a mean of 4.403 and a standard deviation of 0.778. Finally, a majority of the respondents agreed that the majority of community members are more willing to join a self-help group, with a mean of 4.307 and a standard deviation of 0.738. The study findings agreed with those of Jayne (2016), who found that members are willing to join self-help because they can easily get a loan. Self-help groups are a vehicle for very poor people to build up some savings. Through mutual support, they can provide members with small loans for business purposes or in times of financial stress. They can be a forceful tool against indebtedness and can prepare people to become clients of microfinance institutions at a later stage.

4.7. Diagnostic Tests Results

Diagnostic tests were performed for justification of using the regression model. A multicollinearity test was carried out to avoid obtaining spurious regression results.

4.7.1. Test for Multicollinearity

A multicollinearity test was done to ensure that predictor variables do not have co-linearity amongst themselves.

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Training	.295	3.388
	Stakeholders Involvement	.687	1.456
	Leadership	.369	2.710
a. Dependent Variable: Sustainability of women Self Help Group projects.			

Table 7: Tolerance and VIF Test

The findings show that:

- Training had a tolerance of 0.295 and a VIF of 3.388,
- Stakeholders' Involvement had a tolerance of 0.687 and a VIF of 1.456, and

- Leadership had a tolerance level of 0.369 and a VIF of 2.710

Since the VIF values of the entire variable are less than 10 and Tolerance values are more than 0.1, it implies that there is no multicollinearity.

4.7.2. Tests of Normality

The researcher conducted a normality test to determine if the data were properly modeled by a normal distribution. The findings are indicated in table 8.

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Sustainability	.282	144	.001	.667	144	.002
Training	.228	144	.014	.877	144	.003
Stakeholders Involvement	.236	144	.009	.912	144	.001
Leadership	.174	144	.157	.871	144	.000

Table 8: Tests of Normality

The findings agree with the Shapiro-wilk and Kolmogorov-smirnova test, which recorded 0.000 values < 0.05. If the Sig. value of the Shapiro-Wilk test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviate from a normal distribution. Since the Sig. value was less than 0.05, it implies that the data was normally distributed. When data follow a normal distribution, parametric tests, otherwise nonparametric methods, are used to compare the groups.

4.8. Inferential Results

4.8.1. Correlation Analysis

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study.

		Training	Stakeholders' Involvement	Leadership
Training	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	145		
Stakeholder Involvement	Pearson Correlation	.659*	1	
	Sig. (2-tailed)	.002		
	N	145	20	
Leadership	Pearson Correlation	.109	.042	1
	Sig. (2-tailed)	.647	.860	
	N	145	145	145
Sustainability of Women Self-Help Group	Pearson Correlation	.641*	.619*	.597*
	Sig. (2-tailed)	.000	.023	.018
	N	145	145	145

Table 9: Correlation Analysis Matrix

The study conducted a correlation analysis between training and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The finding established that there exists a positive and significant relationship ($r = .641$, $P=0.000$) between training on the sustainability of women self-help group projects in Nakuru West Sub-County, Kenya. Therefore the findings imply that training influences the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The findings agree with those of Ezinma Onwuka and Ayatari (2015). While conducting a study on employee training and organizational sustainability, they found a positive relationship between radio broadcast skills training and organizational sustainability but statistically not significant.

In addition, the study conducted a correlation analysis between stakeholder involvement and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The findings indicated that there is a strong positive and significant relationship between stakeholder involvement and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya ($r=0.619$ and $P=0.023$). The findings imply that stakeholder involvement influences the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. This agrees with the findings of Njogu (2016), who, while conducting a study on the influence of stakeholders' involvement on project performance, found that their stakeholder involvement in project implementation has a positive and significant influence on automobile emission control project performance. The study findings also conquer with those of Okumu (2015), who found that stakeholder's participation has a strong positive relationship with the sustainability of women Self-Help Groups in

Mombasa Island, Mombasa County, Kenya. The findings established that members involved in the decision-making process indicate productive and well-functioning groups.

The study also sought to determine the nature of the relationship between leadership and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The correlation coefficient indicates a strong, positive, and statistically significant relationship between leadership and sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya ($r=0.597$, $P=0.018$). This implies that leadership influences the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya. The study findings conquer with those of Kimani (2018), who found that leadership enhances the performance of Self-Help Group. During the strategic management process, leadership performs various roles, such as innovator, strategist, caretaker, analyst, guide, organizer, motivator, developer, change enabler or change driver, decision maker, collaborator, risk manager, debtor, and evaluator, which enhance the performance of the Self-Help Group.

4.9. Regression Analysis

4.9.1 Regression Model Summary

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables, as shown in table 10.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.466	.64723
a. Predictors: (Constant), Training, stakeholder involvement, and leadership.				
b. Dependent Variable: Sustainability of Women Self-Help Group Projects				

Table 10: Regression Model Summary

The model showed that the R Squared Value is 0.546. This implies that social empowerment is 54.6%, as explained by the independent variables under this study, while 45.4% were not covered in this study.

4.9.2. ANOVA of the Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.713	3	11.904	52.322	.000 ^a
	Residual	29.695	141	0.211		
	Total	65.408	144			
a. Predictors: (Constant), Training, stakeholder involvement, leadership						
b. Dependent Variable: Sustainability of Women Self-Help Group Projects						

Table 11: ANOVA of the Regression Model

The ANOVA table above shows the F statistic = 62.884, as illustrated in table 11. Since the f calculated is greater than f statistic, it infers that the model is statistically significant. Therefore, there is strong evidence that the regression results are statistically significant, and the variation in the results is insignificant, which cannot result in much difference in case of a change in the study units (population). Therefore, the model was fit for the study.

4.9.3. Multiple Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.038	.145		.260	.796
	Training	.596	.107	.548	5.570	.001
	Stakeholder Involvement	.233	.081	.245	2.877	.006
	Leadership	.245	.104	.179	2.356	.022

Table 12: Regression Coefficients

Dependent Variable: Sustainability of Women Self-Help Group Projects

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables, as illustrated by the equation illustrated below:

$$Y = \beta_0 + \beta_1 \text{ Training} + \beta_2 \text{ Stakeholder Involvement} + \beta_3 \text{ Leadership}$$

Whereby:

- Y represents the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya.

- X_1 represents training, X_2 Stakeholder Involvement, and
- X_3 represents leadership
- β_0 represents Constant that defines the value of sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya, without the inclusion of predictor variables

From the results shown in table 12, the given equation was answered by the values of Unstandardized Coefficients (B), and all of them were statistically significant since their p values (Sig. = 0.001) were less than 0.05. The results indicate that all the predictor variables in the study have a positive relationship with social empowerment.

Thus,

$$Y = 0.038 + 0.596X_1 + 0.233X_2 + 0.245X_3$$

The value of the Sustainability of Women Self-Help Groups projects in Nakuru West Sub-County, Kenya, without the influence of the predictor variables, is 0.038. This explains that, at any given time, the Sustainability of Women Self-Help Groups projects in Nakuru West Sub-County, Kenya, will be 0.038, holding other factors constant at 0. The results also illustrate that:

- A unit change in training would result in 0.596 times change in the sustainability of Women Self-Help Groups projects in Nakuru West Sub-County, Kenya,
- A unit increase in stakeholder involvement would result in 0.233 times increase in the Sustainability of Women Self Help Groups projects in Nakuru West Sub-County, Kenya,
- A unit increase in leadership would result in 0.245 times the Sustainability of Women Self Help Groups projects in Nakuru West Sub-County, Kenya

4.9.4. Hypothesis Testing

The study sought to test the hypothesis that: H_{01} : There is no significant influence of training of members on the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya. From the findings, the p-value was 0.001, which was less than 0.05 significant levels. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{01}) and concluded that training significantly influences the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The findings agree with those of Ezinma Onwuka and Ayatari (2015), who while conducting a study on employee training and organizational sustainability, found that there is a positive relationship between radio broadcast skills training provided and organizational sustainability but statistically not significant.

The study sought to test the hypothesis that: H_{02} : There is no significant influence of stakeholder involvement on the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. From the findings, the p-value was 0.006, which was less than 0.05 significant levels. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{02}) and concluded that stakeholder involvement significantly influences the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The study findings concur with those of Kinyua (2018), who found that stakeholder management strategies significantly influence the organization's financial performance. It was observed that involving stakeholders in decision-making was the most influential factor. The involvement of stakeholders in project monitoring was found to significantly and positively relate to project performance. It was observed that inspection lists were used as standardized organization monitoring practices to set baselines for stakeholders' involvement.

The study sought to test the hypothesis that: H_{03} : There is no significant influence of leadership on the sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya. From the findings, the p-value was 0.022, which was less than the 0.05 significant levels. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{03}) and concluded that leadership significantly influences the sustainability of Women Self Help Group projects in Nakuru West Sub-County, Kenya. The study findings conquer with those of Kimani (2018), who found that leadership enhances the performance of Self-Help Group. During the strategic management process, leadership performs various roles, such as innovator, strategist, caretaker, analyst, guide, organizer, motivator, developer, change enabler or change driver, decision maker, collaborator, risk manager, debtor, and evaluator, which enhance the performance of the Self-Help Group.

5. Conclusion and Recommendations

5.1. Summary of the Findings and Conclusion

The study sought to determine the summary of the major findings of the study. The summary was categorized in terms of specific objectives.

5.1.1. Training of members on Sustainability of Women Self-Help Group

From the analysis, the study revealed that:

- Group members are trained once every three months,
- Training programs enhance members' knowledge and skills development

Moreover, the study revealed that members receive training on the need and importance of saving. The findings also revealed that training enhances the financial performance of the group. Moreover, the study findings revealed that members are trained on various funding opportunities, which help the group to have a sustainable income. The study also

revealed that members are trained on viable investment options which enhance the sustainability of women's SHG projects. Training in Self-Help Groups context includes:

- Teaching rules and regulations,
- Governing bank procedures and administrative requirements,
- Maintaining the book of accounts, rules for internal lending and repayment of loans, and
- Keeping the group fund intact

The study concluded that:

- Members are trained on various funding opportunities, which help the group to have a sustainable income,
 - Members are trained on viable investment options which enhance the sustainability of women's SHG projects
- Moreover, the study concluded that members are enlightened on various credit facilities and interest rates.

Further, the study concluded that there exists a positive and significant relationship ($r = .641$, $P=0.000$) between training on the sustainability of women self-help group projects in Nakuru West Sub-County, Kenya.

5.1.2. Stakeholders' Involvement in Sustainability of Women Self-Help Group

The study revealed that:

- The government has enacted favorable policies for the operation of Women Self-Help Groups,
- The government has established funding programs suitable for the operations of Women Self Help Groups,
- The government organizes and facilitates training programs to enhance the capacity of self-help groups,
- The majority of financial institutions are willing to finance Self-Help Groups

Further, the study findings revealed that the majority of financial institutions are enacting programs favorable to Self-Help Groups. Moreover, the findings revealed that self-help groups enjoy the goodwill of the surrounding community. Majority of community members are more willing to join a Self Help Group. Stakeholder engagement helps women's groups to proactively consider the needs and desires of anyone who has a stake in the group, which can foster connections, trust, confidence, and buy-in for the organization's key initiatives. When done well, stakeholder engagement can mitigate potential risks and conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change.

From the findings, the study concluded that the majority of financial institutions are willing to finance Self-Help Groups. The study further concluded that:

- The majority of financial institutions are enacting programs favorable to Self-Help Groups,
- Self-help groups enjoy the goodwill of the surrounding community,
- The majority of community members are more willing to join a Self-Help Group,
- There was a strong positive and significant relationship between stakeholder involvement and sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya correlation ($r=0.619$ and $P=0.023$)

5.1.3. Leadership on Sustainability of Women Self-Help Group Projects

From the analysis, the study revealed that:

- The group has a well-structured leadership framework,
- The leadership structure determines the flow of information, which affects the sustainability of women's SHGs projects,
- The tenure of leadership tends to affect the effectiveness of the leader, which affects the sustainability of women's SHGs projects

The leadership style adopted by the self-help group determines the sustainability of women's SHGs projects. The process of electing leaders is fair. Members of the group are satisfied with the process of electing leaders. Leaders embrace the opinion of group members.

Moreover, the study also revealed that leaders who embrace the opinion of group members tend to perform better. Group leadership is the process of providing focus and direction to a specific group of people. The leadership of this type often involves facilitating and guiding the actions of group participants as well as accepting responsibility for the outcome of the group's efforts. A leader influences group members to achieve the group's goal and coordinate the activities of group members.

Regarding the influence of leadership, the study concluded that:

- The leadership style adopted by the Self-Help Groups determines the sustainability of women's SHGs projects,
- Members of the group are satisfied with the process of electing leaders,
- Leaders embrace the opinion of group members,
- Leaders who embrace the opinion of group members tend to perform better,
- There was a strong, positive, and statistically significant relationship between leadership and sustainability of Women Self-Help Group projects in Nakuru West Sub-County, Kenya ($r=0.597$, $P=0.018$)

5.1.4. Sustainability of Women Self-Help Group

Regarding the sustainability of women's self-help groups, the study findings revealed that:

- The livelihood of members has greatly improved since they joined the group,
- The social network of the groups has consistently improved,
- There is a consistent increase in the number of group members

- There is cohesion among the group members, which has improved the performance of group projects, and
- The cohesion among the group members makes it possible to complete the project within the projected timelines

5.2. Recommendations

In conclusion, the study recommends that:

- The department of social services, which is the body involved in policy issues, should help SHGs put on capacity-building forums which allow the members to be trained and equipped on the challenges that bedevil organizations,
- Active programs by non-governmental organization players and civic advocacy organizations should be geared towards ensuring that the women groups have enhanced capacities should be undertaken

Concerning stakeholders' involvement, the study recommends that SHGs should first conduct a mapping of various stakeholder groups. They can do this by developing a plan to engage with each group in a way that works best for them. This will give credence to the women groups already in place to hold for longer, and it may inspire individuals not in women groups to seek out membership with the aim of having a change of fortunes as pertains livelihoods empowerment. Regarding leadership, the study recommends that:

- SHGs should help the members to develop leadership qualities by involving various activities of SHGs,
- The leadership position should be rotated among various group members, which will help the group tap into the skills and capacity of various members

5.3. Suggestion for Further Studies

Since the study focused on the influence of social empowerment on the Sustainability of Women Self-Help Groups projects in Nakuru West Sub-County, Kenya, there is a need to focus on the financial management skills for the sustainability of the women's groups. The researcher also suggested that another study should be conducted in other sub-counties to generalize the findings.

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