

TOP-DOWN ORGANIZATIONAL STRUCTURE CONSTRAINTS OF WOMEN INVOLVEMENT IN MANAGEMENT LEVEL OF COUNTY FUNDED GRASS- ROOT COMMUNITY WATER PROJECTS IN MAKUENI COUNTY, KENYA

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ABSTRACT

In response to gender inequalities, many third world countries amended their constitutions and policies to address these issues. While much progress has been realized, research shows that in community development projects, women are not fully involved in senior management positions. The goal of this study was to investigate the influence of top-down organizational structure constraints in women involvement in the senior management levels of county-funded grass-root community water projects in Makueni County. The study was conducted through a descriptive survey study. The target population comprised of 441 management board members who were assigned to manage individual county-funded grass-root community water projects in the county. A sample size of 132 individuals within eight wards was brought about by the use of systematic sampling. This study used structured questionnaire tool for data collection. The pilot study involved 10% of the target respondents. They were conducted in Makindu community water projects in Makueni County, which was part of the target population but did not take part in the main study. Descriptive data analysis was

employed where frequency distribution tables and percentages were used as data analysis tools. The descriptive statistics used included means, standard deviation, frequency, and percentages. The study established that employment policies, employment procedures, domineering attitudes and monitoring and evaluation influence women's involvement in the management of county-funded community water projects. The study therefore recommended that the county government need to provide the right skills, empowerment, and experience to grassroots women who are willing to fully be involved in community projects. Community development project county directors need to ensure that women are involved in the project research, prioritization, planning, implementation as well as monitoring and evaluation processes.

Key Words: Gender Inequalities, Community Development Projects, Top-Down Organizational Structure Constraints, Employment Policies, Monitoring and Evaluation

INTRODUCTION

Water management in county-funded grass-root community project is a gendered agenda. In support of this argument, Zwarteveen and Bennett (2005) observe that a water management gendered analysis shows that rural water resource projects are virtually flawed when the role of grass-root community women is left invisible. They assert that women from grass-root community have needs that need to get voiced out by them being at the management level. This results to a comprehensive planning, effective projects and significant gains for women, their households and community as a whole.

Decisions made at the management level must factor a women's voice and equitable resources sharing. As a result, gender perspectives are not only made visible but also women gain their rights and play their responsibilities and experiences meaningfully in their own lives. Further, the grass-root community water projects attain efficiency, accountability and sustainability. For instance, a report by Trivadi (2018) detailed how in 1980, the government of Malawi sought to offer piped water to grass-root community in 50 districts. In the initial stages of this project, men made up 90% of the management boards from National to local level. After a short while, those men left the village to urban centres for paid jobs. The water project came to a standstill with no one left to manage it. As a result, the government sought to involve grass-root community women into the management boards. The project was sustained by the women for a long period of time.

Involvement means an act of being in an active process through which each stakeholder influences and controls the development project initiative, decisions, and available resources that affect them (World Bank, 2017). Mulwa (1985) supports this argument and contends that involvement is a participatory alternative approach to gender equity in grass-root community projects. Further, this was an alternative approach to top-down dominance approach of development. Involvement approach is a participatory down-up approach that calls for marginalised women to use the management space to share their voice. Grass-root community organizing for community development water projects entails offering a platform for both men and women to not only be involved in the entire development process but also at the management level.

Cohen and Hogan (2018) boldly suggested that the current water crisis in many countries was from leaving out grass-root community women water management. In 2014, evidence shows that grass-root women representation in research, planning and application level of community development had improved but women continue to be underrepresented in water management boards (Trivedi 2018). This is affirmed by a report given by United Nations (2018) that 17% of grass-root community women serve in water projects at research, planning and implementation level. Also UNDP (2016) affirms that women were underrepresented in water management and governance with 7% of all ministers at the governance level being women.

In 2019, the World Bank group reported that women are significantly underrepresented in water management level due to social and cultural norms, inadequate human resource policies and unwelcome work environment (World Bank Group 2019). Therefore, this current research seeks to research on how and top-down organizational structure constraints influence women's involvement in the management level of county-funded grass-root community water projects in Makeni County.

Top-down organisation constraints exist within the community development organization practices. Most projects and organizations show gender oppression through organizational structures, processes and practices. These harmful gender inequality

policies are enacted within the human resource department affecting the employment, empowerment, remunerations and promotions of men and women. Therefore, it is essential to examine how employment policies, employment procedures, male domineering attitudes, and monitoring and evaluation tools influence women's employment and performance at the grass-root community project management level.

Statement of the Problem

The importance of involving grass-root community women at water management resource level has been recognised at global level. For instance, the United Nations water conference (1977) and the international water and environment conference (1992) in Dublin affirmed the central role of women at the water resource management level. In addition, the agenda 21 in establishing the International Decade for Action- Water for Life 2005-2015 called for women involvement in water development efforts at all levels (UN Women 2016).

First, the above-named conferences argued that women involvement at water resource management level improves equitable access to water supply. In 2013, the global water institute estimated that 700 million people globally could be displaced due to intense water scarcity (Global Water Institute 2013). In 2017, UNICEF observed that by 2040 one in every four of the world's children under the age of 18 shall be living in extremely high water stress (UNICEF 2017). Further, in 2018, United Nations observed that there were 2 billion people in various countries experiencing high water stress (UN 2018). Therefore, gender mainstreaming at the water projects management level enhances equity in sharing of water resources. This argument is supported by UN water who argue that gender roles, responsibilities and priorities shape the way in which water resource is governed, allocated and used (UN Water 2006). For instance, research conducted by UNDP in Asia and Africa on 44 water projects showed that grass-root community women involved in water management not only shaped water policies, institutions and communities that made use of that water but also they shared water more equitably than men do especially during water scarcity (Trivadi 2018).

Secondly, the water conferences argued that involving women in water management boards would ensure equitable access of water for agricultural produce. UN water (2006) affirms that grass-root community women produce 60-80 percent of community food. This is also supported by Makueni county integrated report 2018-2022 that 80% of the country farming activities is done by women. Further women have great role in establishing effective, efficient and sustainable use of water resource in small scale farming in terms of offering protection and management (UN Water 2006).

Research shows many third world countries have introduced gender policies and measures aimed at increasing women's involvement in water management boards. As a result, progress in addressing the gender gap has been noted in countries like Uganda, Tanzania and South Africa that have adopted national water policies which aimed at increasing women at the water management level (Thompson & O'Dell, 2017). In

Uganda, the minister of water spearheaded the formation of a five-year water management strategies which prioritized gender mainstreaming (Trivedi 2018). Nevertheless, Afulabi (2017) observes that in theory, most of the country's constitutions are sound and reflect no gender bias; while in practice, women are underrepresented in meetings where decisions are made and resources are shared. Above all, they do not get their chance to fight for their representation. Also, he adds that women remain invisible in structures that lead to employment.

Due to high population and climate change effects, Kenya continues to suffer low water supply across the country. In fact, recent research shows that grass-root community water supply coverage is at 52%. With a future estimate that less than a quarter of Kenyan population will have water supply by 2025 (Charity water 2020). In 1990, the government of Kenya set a strategy that was to supply water in every household by 2000. By 1999, the ministry of water had laid up policies with legal framework for water reforms. This led to water Act 2002 that addressed challenges that were faced at the management board level. In it, they embraced grass-root community participatory approach since they believed community involvement would promote guaranteed sustainability of any water projects (Biamah 2012). Part of the water policies entailed gender equality in grass-root community projects at all levels. Research conducted over two decades showed that gender equality at water management board would increase healthy governance, transparency and accountability of water supplies (UNDP 2014).

Makueni County is an arid and semiarid area with scarce water supply. The county receives 45.3% of the total required water across the county. While the county requires 40,794m³ per\day of water, they only receive 18490m³ per day with 17.7% of the households receiving piped water as 36% of its residents receive water from improved water source (Makueni County, 2019). This implies women and children from the grass-root community are most affected. Many of them walk 8 kilometres to and from water sources in search of water. That is why women involvement in grass-root community water projects management is critical.

Top-down organizational structure constraints were some of the main catalysts for low women representation at the management of county-funded water projects in Makueni County. The solution to the problem, therefore, lies in breaking the organizational barriers. This will ensure that women are equally involved not only in the project's identification processes but also in the actual planning, design, construction of water supply structures, as well as in the overall water resource management activities. Therefore, the proposed research seeks to investigate how top-down organizational structure constraints influence women involvement in the management levels of county-funded community water projects in Makueni County.

Objectives of the Study

The goal of this research was to establish the influence of top-down organizational structure constraints in women's involvement in the senior management levels of county-funded grass-root community water projects in Makueni County.

Theoretical Review

The study is hinged on the Gender Mainstreaming Theory. The theory originated from the international development policies adopted by United Nations at the 1995 conference of Beijing. Later, it was taken by European Union and its member state (UN Women 2014). This dissertation adopts the 1997 agreed conclusion of ECOSOC which defines gender mainstreaming as “the process of assessing the implication for women and men of any planned action including legislation, policies or program in all areas at all levels. It is a strategy for making women's and men’s concern and experiences an integral dimension of the design, implementation, monitoring and evaluation and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality (UN Women 2014). As a theory, gender mainstreaming entails reinvention, restructuring and re-branding of key part of feminism in contemporary era. It is a process of revision of key concept to grasp more adequately that the world is a gendered and not a that separate gender theory. In practice gender mainstreaming is a process whose goal is to attain gender equality (Walby 2005). It is a practice of making visible the way gender relations are significant in institutions practice where they had been made irrelevant and marginal. Its focus is geared at facilitating the implementation for both gender equality and improvement of the mainline gender policies.

Therefore, proponents of this theory recommend the following be done to promote gender equality at the management level of any grass-root community development project: First, integrate gender equality policies and perspectives in the mainstream of any organisation. Secondly, engage in reorganisation, improvement and development evaluation of the gender policy process using political and technical techniques (Walby 2005). Finally incorporate ordinary actor and gender expertise in gender policy review, challenging male bias and gender discrimination and in confronting social, cultural and organisational barriers. As a new strategy, many development practitioners have misunderstood it. It is important to note that gender mainstreaming is not meant to replace traditional gender equality policies but to complete it, making gender equality visible. It is not narrowed to women alone but it references men and women as well (Waal 2009). Further, gender mainstreaming theory is highly useful for monitoring and evaluation tool for it builds evidence that offers informed and strategic decisions in the organisation in relations to gender policies review and implementation. This theory promotes better development planning and interventions for it brings out what works and what does not work. It holds institutions Accountable to their commitments to gender equality (UN women 2014).

Empirical Review

Within the project organizational structures, women's discrimination in management and positions is a historical issue globally. According to Eagly (2007), back in 1920, although women were allowed to vote, there was no room for them to serve as managers. As time went by, this position changed. For instance, between the 1960s and 1980s, 23% of women served in various workplaces as managers. Further growth has been noted since 1990s to date. For example, 46 % to 51% of management positions have been granted to women. Similarly, organizations and non-profits have not been left out. In 1972, 18% of organizational managers were women. Between 1983 to 2006, 42% of women served in managerial positions. United Nations (UN), a body that covers other nations, records that women lead 42 % of management positions in organizations and other nations across the world. 13% of these women are serving in Non-profits high positions.

In Africa, patriarchal top-down organization structures and colonialism mind-set have been a critical obstacle to women's involvement in management, even though there has been slow progress of organizations streaming Gender policies and implementing those promptly. Generally, Moodly (2016) reports that Kenya is way far overtaken by all other East African Countries, with women representing 10% of positions. Rwanda tops the countries as it registers 56% of its management posts to be led by women. Kenya is yet to achieve its 33% gender threshold.

Top-down organizational structure constraints exist within the grass-roots community development organizing practices. While there exist written employment laws and policies that are gender-sensitive, Stamaski and Hing (2015) observe that most projects and organizations show women oppression through organizational structures, processes, and practices. These practices are enacted within the human resource department affecting the employment, empowerment, remunerations, and promotions of men and women processes.

Research Shows that most organisation are shifting away from top-down organisational structures and embracing alternative organisational structures that promote down-up autonomous self-leadership management. Such organisational structures are flat with loose hierarchies. According to Brands (2020) such shift favours women who serve in leadership and management positions. This is so because Top-down organisational structures are traditionally created for men in leadership and not women. Brands (2020) contends in traditional structures, managers are called to exhibit power, courage, boldness and dominance. These qualities are only associated with men as opposed to women. For women are perceived to have inappropriate traits, attitudes, cognitions and behaviour that are not fit for management positions. Besides, even if women leaders exhibit appropriate traits, they still will be looked at with bias while men will be expected to pick up those top-down management positions.

Mckinsey (2019) study on gender diversity at management level of any organisation observes that women are less likely to be offered management positions compared to men. This could be due to few qualified women from within the organisation. However,

he argues that gender gap can still be closed up if organisations are committed to actively and intentionally empower women consistently within the organisation for promotions in key positions. Employment procedures in management positions in an organization are governed by written policies, rules, and procedures as well as informal networking. Those gender-sensitive policies must be reviewed regularly considering gender equity in the organization.

This can be dealt with by following the procedure suggested by Cullimore (2018), who argues that each employer ought to manage their own gender diversity during recruitment as they aim at closing gender gaps at all level of employment. They must form an employment gender equality and diversity committee that shall review the existing policies and regulations considering labour laws. In addition, they ought to set goals and discuss them together as the team regularly evaluates the progress of these policies. During recruitment time, it is crucial to follow the set gender-sensitive rules and regulations and treat all applicants with equity, equality, and fairness.

Further, the employer ought to employ equal opportunity, remunerations and promotions, fairness, and equitable work standards. As a result, men and women will feel valued, and gender parity shall be realized. Other crucial social practices should be written down and implemented to cover men's and women's domestic obligations. Eagly and Sczesny (2009) observe that paid maternity and paternity leaves should be of equal measure. When women are offered maternity leave without pay or laid off when they request for it, while men continue to work, the social perception will be that of patriarchy; that women work is in the family.

According to Broughton and Miller (2009), male domineering attitudes within the organizational structures, procedures, and processes can interfere with advancements to management positions. When men hold capitalist and patriarchy extreme views and hard lines as managers at the workplace, it becomes impossible for women to break those walls as they serve in high leadership positions as men. For instance, some men from grassroots communities cannot sit in the same management committee with a female figure. As a result, women find it challenging to seek those positions. This is so because such men will not be ready to accommodate women and try to support them for performance. To serve as a woman in management position requires one to take extra training about male attitudes as well as sex and gender biases and develop an ability to stand firm in a midst of reality of gender inequalities in workplace.

Several arguments explain why many women do not consider taking up management positions. Research conducted by Omar, Raburu, and Ajowi (2016) offers various reasons to this: First, 99% of women who participated in the study suggested that family responsibilities were a factor that late hour work served as a hindrance to family roles. Then 60% argued that heavy workload led them not to consider the jobs; 40 % felt discrimination against women played a huge role while 42% spoke of poor policies. There is not much research done on the area of employment procedures, monitoring and

evaluation, and male domineering attitudes. These factors determine whether women will not only be willing to take up the management and leadership roles but also use their powers and authority with self-confidence to participate and perform their duties.

Monitoring and evaluation are tools used to assess the performance of organisational projects set goals. The goal is to measure performance, effectiveness, efficiency, output and input in an ongoing and future project. Each grass-root community projects out to have their development monitoring and evaluation plan that serves as a monitor and evaluate an organization on its progress in closing gender gap in management positions. Most researchers propose four steps to developing the M\$ E plan. Monitoring and evaluation seek to analyse and assess the state of gender inequalities in community development project. In it, employment policies and procedures within the organisational structure is critically assessed to determine whether the written policies are implemented and evaluated regularly. Data which is collected from this assessment is used to measure the baselines and set targets. During the time smart objectives are set and timelines given. Training on participatory monitoring and evaluation project plan can also be planned and actualised. This will promote recruiting's men and women through the community organising where they emerge through the entire community project process cycle. As a result, women empowerment and skill development at every level of the project process shall prepare them for high management level positions. Monitoring and Evaluation is a continuous process that starts before the commencement of any project and continues till after the project is done. As a regular exercise, M \$ E must be followed up and assessed. All the findings must allow adjustments and improvement measures and activities for optimized results (European Institute for Gender Equality 2016).

Conceptual Framework

Independent Variables
Variables

Dependent

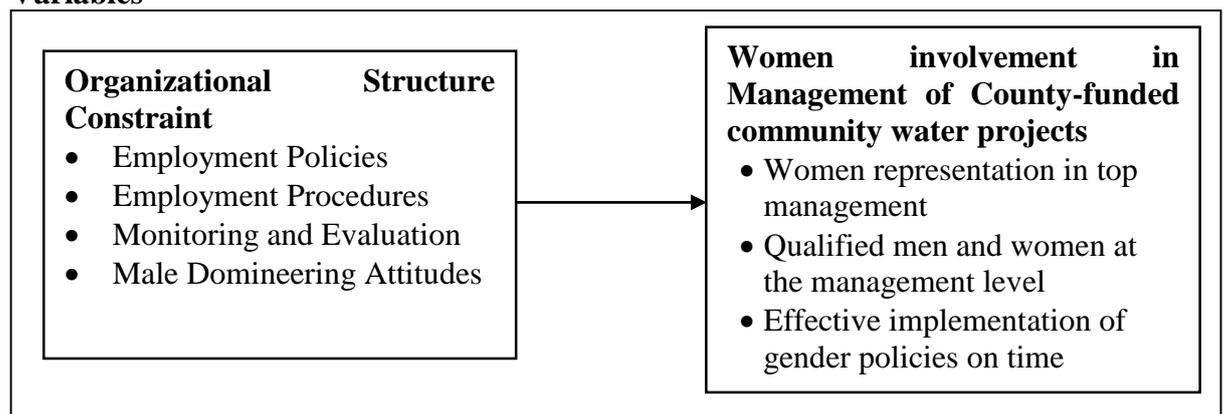


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design

Research design is basically the blueprint for data collection, measurement, and analysis. A descriptive research design was used in this study because the data was collected qualitatively and analysed quantitatively. The research used statistics, frequencies,

average and percentages to determine relationship and outcome of the research. The descriptive research design and process bring out the clear report of the way things are in the field and helped the researcher to describe a phenomenon in terms of attitude, values, and characteristics.

Location of Study

This study was carried out in Makueni County which is situated in the eastern part of Kenya, around 144 kilometres from the city of Nairobi. The county borders Machakos County to the east, Kitui County to the north, Kajiado County to the south, and Taita Taveta County to the east. There are 49 on-going county-funded community water projects in the County. As a semi-arid area, Makueni County suffers from severe water shortage. The study focused on water projects since they are projects where women should be more involved because it had much impact on them as they are primary beneficiaries.

Target Population

The researcher targeted a population of 441 management board members who were assigned to manage individual county-funded community water projects in the county.

Table 1: Total Population County Ward

Name County Ward	No of Projects	No of Members of Management Board
Makindu	6	54
Kathonzweni	4	36
Mavindini	5	45
Wote	8	72
Nzau	7	63
Emali	6	54
Kalawa	5	45
Kikumini	8	72
TOTAL	49	441

Source: Makueni County ongoing water Projects website (2020).

Sample Size

The sample size is the population selected as respondents in qualitative and quantitative research sample. 30% of the total population was used as the sample size, that is, 30% of 441 which was 132 management level board members.

Table 2: Summary of the Sample Size

Name County Ward	No of projects	Target population	No of sample size
Makindu	6	54	14
Kathonzweni	4	36	10
Mavindini	5	45	14
Wote	8	72	22
Nzau	7	63	19
Emali	6	54	16
Kalawa	5	45	14
Kikumini	8	72	22
Total	49	441	132

From the above subgroups, a random stratified sampling technique was employed to select the respondents.

Sample Design and Technique

Systematic random sampling is a technique of selected probability samples that requires a listing of the target population. This involves the direct selection of subjects or other primary sampling units from the sampling frame that is listed progressively. With the help of an informant, systematic sampling was used to pick up members of the projects. Further, convenient sampling was applied in the research where the respondents were picked randomly.

Research Instrument

This study used structured questionnaire tool for data collection to obtain descriptive information from a larger sample. The researcher identified 12 assistant researchers from 8 sub counties within Makueni county where water projects were ongoing. Each assistant researcher was trained on how to administer the questionnaire and introduction research letter at the sub county office where the county water officials would introduce them to water projects human resource personnel and management board members. Each researcher assistant was assigned to at least 13 respondents (5 women and 8 men) from which data was collected from. The respondents were given two weeks to fill the questionnaires. Through Facebook messenger, the researcher was able to network with those on the ground to do coding and get the data reports. All assistant researchers were compensated for the work they did and given daily lunch and Phone credit. Further, Secondary sources with informed reports and previous studies were used to strengthen the interpretation of the data collected. Secondary data was collected from publications and articles found in scholarly journals that address the topic of study.

Piloting Testing

This is the pre testing of the questionnaire that helps in checking the order of the questions, verification of unclear questions and if the structured questions are appropriate and make sense. This was done through a pilot study before the ultimate research was conducted. The pilot study involved 10% of the target respondents. They were conducted in Makindu community water projects in Makueni County, which was part of the target population but did not take part in the main study.

Reliability and Validity of the Research

The reliability of research is the consistency of the measure of the concept. It is the extent to which a measure is perceived as stable over time. For instance, when the same results are produced after repeated research, then research is said to be reliable. While it is hard to test the reliability of any research accurately, it is possible to observe some measures to improve the reliability of any research. To increase the reliability of instruments used, a pilot study was conducted with at least 10% of target population sampled before full data was collected. A pilot study enabled the researchers to check the time taken to fill in the answers, clarity of the items to eliminate ambiguities, redundant questions and irrelevant items, commonly misunderstood questions for reframing, and to get feedback on the attractiveness of the questionnaire design (Cohen, 2007). The researcher administered the instrument which was filled and collected immediately thereafter by the researcher. Validity is a term used to measure the extent to which the indicators measured what they were intended to measure. To test for the content validity in this study, the

researcher relied on the expert judgment of the supervisors who commented on the clarity and the instrument and content coverage.

Data Analysis and Presentation

Data analysis is the process that involves reduction of huge data into statistics which are interpreted to give insights. Questionnaires were coded based on each of the research question for accurate data analysis process. Descriptive data analysis was employed where frequency distribution tables and percentages were used as data analysis tools. Descriptive statistics are fundamental in organizing research data as it serves to summarize the information collected. The descriptive statistics used included means, standard deviation, frequency, and percentages. The data collected was summarised and categorized in frequency distribution tables. In addition, the analysis was done using MS Excel spread sheets for initial tabulation analysis and drawing of charts based on the responses. The data was analysed and organized into themes relevant to the study and analysed using Statistical Package for the Social Sciences (SPSS) and Microsoft excel.

FINDINGS AND DISCUSSIONS

This study adopted the split-half method to test consistency and reliability. Through SPSS, Split half method is used to measure the internal consistency reliability of items in the questionnaire. The main assumption is when a random picked up item is split into half and reliability analysis is done in both halves, the result and variance is the same. Therefore, the end results of the tests in both sides were normally correlated (McLeod 2019). Further, the assumption in both sides was that several items were available to measure behavior. The reliability coefficient was between 0 and 1.00; where the higher the coefficient, the more reliable the test is. The process entails taking randomly the sample for questionnaires and administer them in SPSS for analysis. Later, the researcher uses reliability analysis link for analysis of each half at a time, to read the reliability statistics (McLeod 2019). This is the process the researcher followed to come up with the following outcome.

Table 3: Reliability Analysis

	Cronbach's Alpha	Number of Items
Organizational structure constraints	.780	4
Women Involvement in Management of County Funded Community Water Projects	.707	3

For this reliability analysis, the outcome indicated that Organizational structure constraints coefficient was 0.780 and Women Involvement in Management of County Funded Community Water Projects was 0.707. All constructs depicted Cronbach's alpha value that was above the proposed value of 0.7 thus it can be concluded that the study was reliable to capture the constructs (Rousson, Gasser and Seifer, 2012).

Role in the Management of Community Projects

Table 4 represents data collected from respondents showing various roles they play in the water management of community projects.

Table 4: Role in the Management of Community Projects

	Frequency	Percent
Manager	17	16.5%
Assistant Manager	12	11.7%
Secretary	28	27.2%
Treasurer	19	18.4%
Board Member	14	13.6%
Human resource	13	12.6%
Total	103	100

Based on the above findings, participants cut across the board as follows: assistant managers (11.7%), human resource (12.6%), board member (13.6%) and manager (16.5%). Others indicated that their role was treasurer (18.4%) and secretary (27.2%). This implies that the collection of data cut across various categories of respondents and hence could be relied upon.

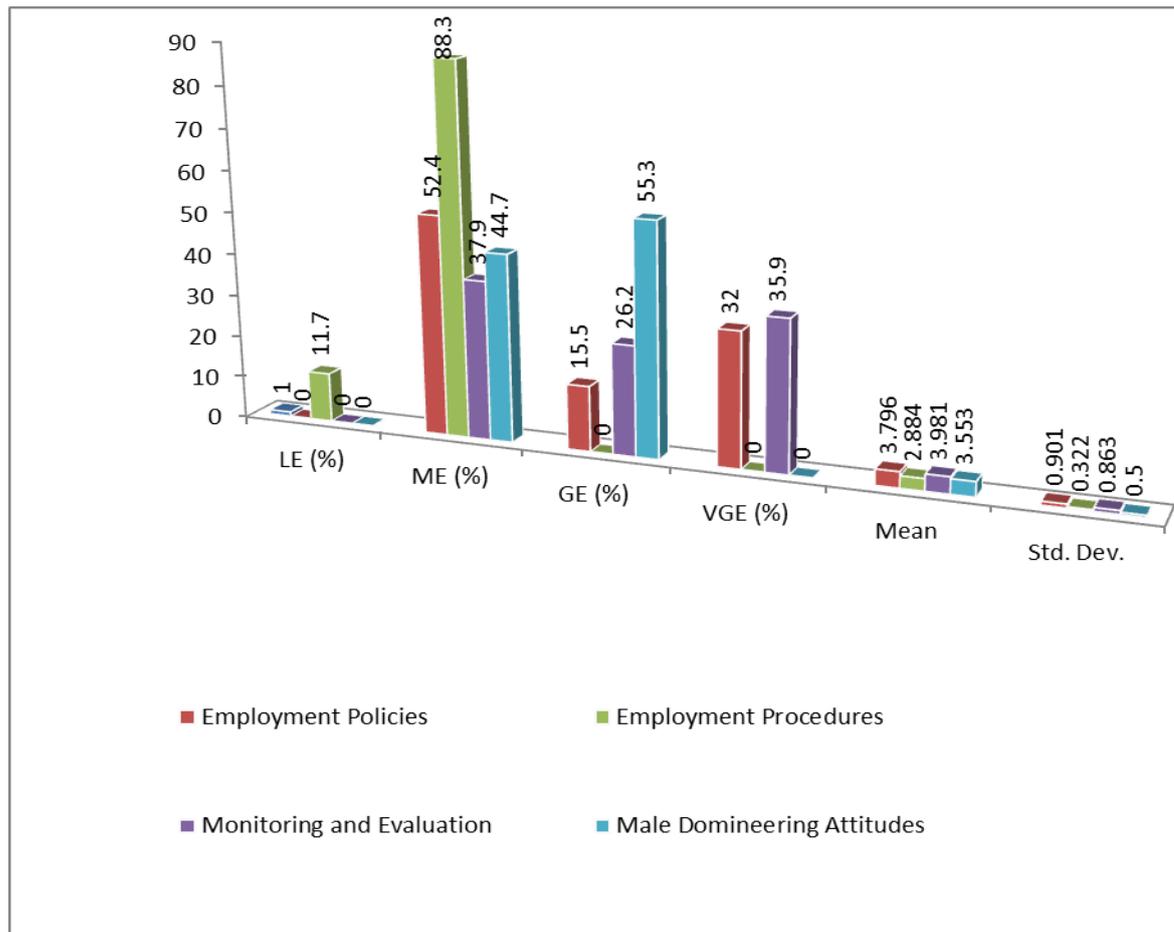
Top-Down Organizational Structure Constraints

Table 5 represents the results of respondents when asked to indicate the extent to which various aspects of top-down organizational structure constraints influence women's involvement in the management of county-funded community water projects.

Table 5: Extent top-down organizational structure constraint influence women's involvement

	VLE (%)	LE (%)	ME (%)	GE (%)	VGE (%)	Mean	Std. Dev.
Employment Policies	0	0	52.4	15.5	32	3.796	0.901
Employment Procedures	0	11.7	88.3	0	0	2.884	0.322
Monitoring and Evaluation	0	0	37.9	26.2	35.9	3.981	0.863
Male Domineering Attitudes	0	0	44.7	55.3	0	3.553	0.5

Figure 2: Extent top-down organizational structure constraint influence women's involvement



Key: VLE: Very low extent
 LE: Low extent
 ME: Moderate extent
 GE: Great extent
 VGE: Very great extent

From the above results, majority of the respondents 52.4% (54) indicated that employment policies influence women's involvement in the management of county-funded community water projects at moderately extent. On these, 15.5% (16) and 32% (33) of the respondents indicated that employment policies have great impact. This implies that employment policies greatly influence women's involvement in the management of county-funded community water projects. This is supported by Brands (2020) who argued that top-down organisational structures promote patriarchy and capitalist attitudes which call for men power, boldness and dominance at the management level of any project. Further Stamaski and Hing (2015) observed that while there are existing gender policies at the organisational level, most projects bring out gender parity through organisational structures, processes and practices. The Gender mainstreaming procedures seek to evaluate existing gender policies and hold the organisation accountable to not only update those polices but also implement them fully through the organisational structures.

Most of the respondents 88.3% (91) also indicated that employment procedures influence women's involvement in the management of county-funded community water projects to a moderate extent. In addition, 11.7% (12) of the respondents indicated that employment procedures influence women's involvement in the management of county-funded community water projects to a low extent. This makes it clear that employment procedures moderately influence women's involvement in the management of county-funded community water projects. Gender mainstreaming seeks to put in check the actor's sex discrimination, gender stereotypes and gender bias that limit the appointment of grass-root community women to the management level. Such approach will enable more men and women serving t the highest level of the project to become gender sensitive. According to Cullimore (2018), all actors in employment and promotions of the organisation ought to promote gender diversity and promote fairness and equality at work.

Further, majority of the respondents 37.9% (39) indicated that monitoring and evaluation influence women's involvement in the management of county-funded community water projects to a moderate extent. Additionally, 35.9% (37) and 26.2% (27) of the respondents indicated that monitoring and evaluation influence women's involvement in the management of county-funded community water projects to a great extent and very great extent respectively. This implies that monitoring and evaluation moderately influence women's involvement in the management of county-funded community water projects. This is supported by gender mainstreaming theory which in itself is a monitoring and evaluation tool. Further European Institute of Gender Equality (2016), proposed the M& E gender policies should be implemented at every stage of the organisational so that women can be fully equipped and prepared for good performance at the management boards. Further he argued that effective and efficient involvement of women at the management level is highly dependent of the employment procedures and processed.

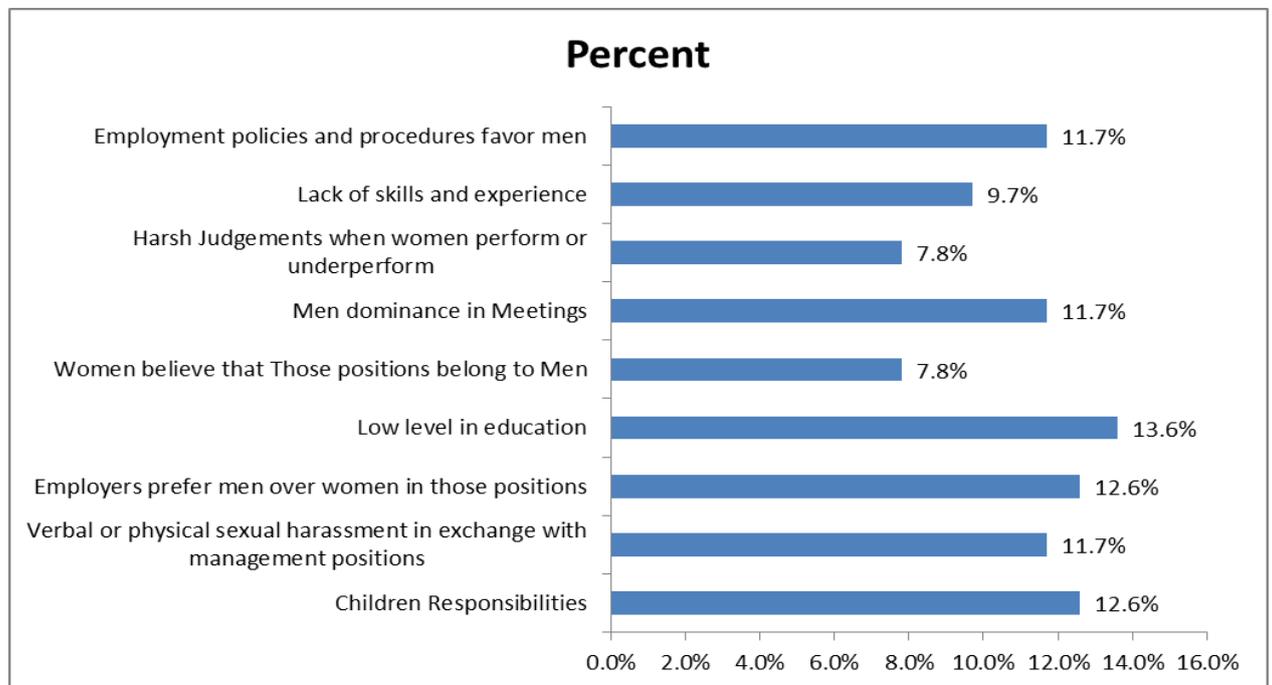
In addition, most of the respondents 55.3% (57) indicated that male domineering attitudes influence women's involvement in the management of county-funded community water projects to a great extent. Also, 44.7% (46) of the respondents indicated that male domineering attitudes moderately influence women's involvement in the management of county-funded community water projects to a moderate extent. This is an indication that male domineering attitudes greatly influence women's involvement in the management of county-funded community water projects. These findings are in line with Stamaski and Hing (2015) who observe that most projects and organizations show women oppression through organizational structures, processes, and practices. These practices are enacted within the human resource department affecting the employment, empowerment, remunerations, and promotions of men and women processes. Broughton and Miller (2009) affirm that male domineering attitudes within the organisation structures, procedures and processes can interfere with women advancement to serve at the management level position of any project. Further they observe that men with capitalistic, patriarchy extreme views with use tier hard lines on women as the serve in critical high positions at work place.

Table 6 represents respondents who were also asked to indicate factors that affect women from being involved in the management level of community projects.

Table 6: Factors affecting women from involvement in project management

	Frequency	Percent
Children Responsibilities	13	12.6%
Verbal or physical sexual harassment in exchange with management positions	12	11.7%
Employers prefer men over women in those positions	13	12.6%
Low level in education	14	13.6%
Women believe that Those positions belong to Men	8	7.8%
Men dominance in Meetings	12	11.7%
Harsh Judgements when women perform or underperform	8	7.8%
Lack of skills and experience	10	9.7%
Employment policies and procedures favour men	12	11.7%
Total	103	100

Figure 3: Factors affecting women from involvement in project management



From the findings, the respondents indicated that the factors affecting women from being involved in the management level of community projects were low level of education (13.6%), children responsibilities (12.6%), verbal or physical sexual harassment in exchange with management positions (12.6%), employers prefer men over women in those positions (12.6%), men dominance in meetings (11.7%), employment policies and procedures favouring men (11.7%), lack of skills and experience (9.7%), women believe that those positions belong to men (7.8%) and harsh judgements when women perform or underperform (7.8%). These findings correlate with King and Palmer (2006) who define skill development as the production capacities acquired through education and training in formal and non-formal concerning job setting. Skill development enables women to engage in economic productivity in livelihoods and to gain the ability to serve in all levels of Community Development processes, including management positions.

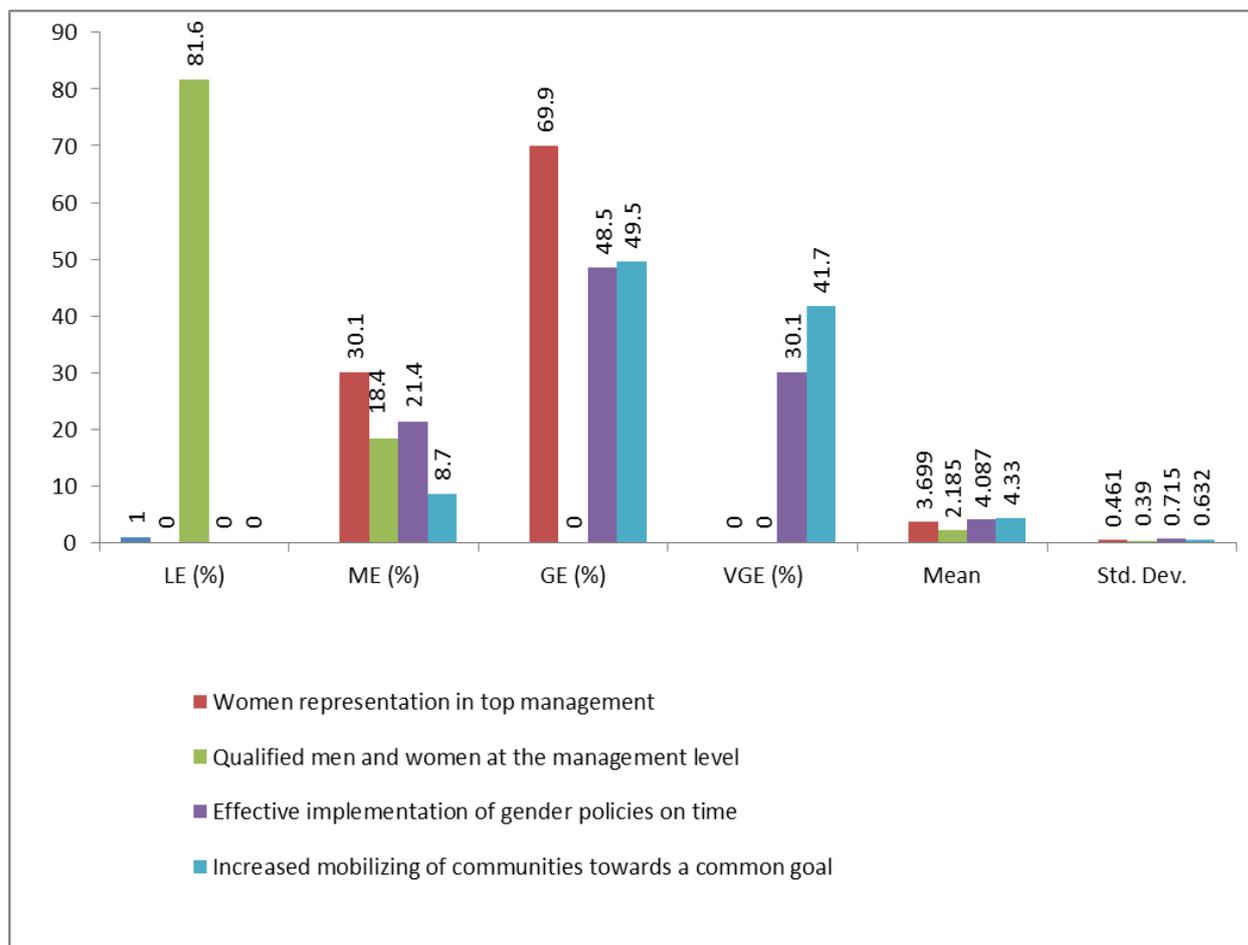
Women's Involvement in Management of County-Funded Community Water Projects

Table 7 represents the results of the respondents when asked to indicate the trend in the various aspects of women's involvement in the management of county-funded community water projects.

Table 7: Trend of women involvement in management of water projects

	GD (%)	D (%)	C (%)	I (%)	GI (%)	Mean	Std. Dev.
Women representation in top management	0	0	30.1	69.9	0	3.699	0.461
Qualified men and women at the management level	0	81.6	18.4	0	0	2.185	0.39
Effective implementation of gender policies on time	0	0	21.4	48.5	30.1	4.087	0.715
Increased mobilizing of communities towards a common goal	0	0	8.7	49.5	41.7	4.33	0.632

Figure 4: Trend of women involvement in management of water projects



Key GD: Greatly decreased
D: Decreased
C: Constant
I: Improved
GI: Greatly Improved

From the findings, majority of respondents 69.9% (72) indicated that women representation in top management has improved. Also, 30.1% (31) of the respondents indicated that women representation in top management have been constant. This is an indication that women representation in top management has improved. Further, most of the respondents 81.6% (84) indicated that qualified men and women at the management level have decreased. In addition, 18.4% (19) of the respondents indicated that qualified men and women at the management level have been constant. This shows that qualified men and women at the management level have decreased.

Additionally, most of the respondents 48.5% (50) indicated that effective implementation of gender policies on time have improved. Also, 30.1% (31) and 21.4% (22) of the respondents indicated that effective implementation of gender policies on time have greatly improved and are also constant. This reveals that effective implementation of gender policies on time have improved.

Moreover, majority of the respondents 49.5% (51) indicated that increased mobilizing of communities towards a common goal has improved. Also, 41.7% (43) and 8.7% (9) of the respondents indicated that increased mobilizing of communities towards a common goal has greatly improved and is constant, respectively. This shows that increased mobilizing of communities towards a common goal has improved. These findings correlate with Laboso (2014) who argues that while there is a remarkable increase of women in political elective and appointment positions, both National and County Governments cannot account for women participation in management positions in community development projects.

Conclusions

This study was based on Gender Mainstreaming theory. The theoretical framework brought out how top-down organizational constraints influence gender equality at the management level and how they can be dealt with. While researchers and community organizations have underscored the relevance of women involvement at the management level of community projects, this theory continue to affirm the great outcome any projects would experience if women are mainstreamed into management level of community development projects. In addition, these studies revealed that gender mainstreaming is a useful tool for monitoring and evaluation for it builds evidence that offers informed and strategic decisions in the community projects in relation to gender policy review and interpretation. Further, the theory builds better development planning and interventions for it brings out what works and what does not work. Further, it holds institutions accountable to their commitment to gender equality (UN Women 2014). The study therefore concludes that the top-down organizational structures constraints facing grass-root community women in being involved at the management level of community projects can be eliminated if the government, project managers and community members are keen in laying the following gender practices laid down. The study revealed that the national government has always strived to have women involvement at the management level of community development projects.

Recommendations

Based on the above conclusions, the study shall make the following recommendations in relation to policy programs and future research regarding constraints to women involved in senior management levels of county-funded community water projects.

- i. Community development project county directors need to ensure that women are involved in the project research, prioritization, planning, implementation as well as monitoring and evaluation processes. As a result, women shall gain all kinds of project skills, knowledge and experiences that are crucial in leadership and management performance of community projects.
- ii. The county government need to provide the right skills, empowerment, and experience to grassroot women who are willing to fully be involved in community projects. Further, community development management leaders ought to emerge from within the community through men and women who are actively involved in the projects and programs.
- iii. Further, the government should seek to emphasize on bottom-up involvement approaches for sustainable development in water projects.
- iv. Grass-root communities need to be sensitized by the government on the strategies for maximum utilization of the available opportunities for rural water management.
- v. Gender mainstreaming should be prioritized by the government in the intervention strategies designed by all the community water stakeholders, through clear procedures and policies and gender-sensitized personnel who will create awareness of gender equity in all the processes.
- vi. Gender experts incorporated in each aspect of the water projects to enhance gender-responsive objectives and gender responsive implementation results. There is need to acknowledge the importance of the role played by women in the provision, management, and preservation of water. Any gender-sensitive approach to water project management will seek to achieve equality between women and men in access to resources, benefits, power, information, decision-making, manual work, among others. Such a system is achievable when the different interests of men and women are taken into consideration

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