

**FACTORS INFLUENCING SUSTAINABILITY OF AFFIRMATIVE ACTION FUNDED
PROJECTS IN MT ELGON SUB-COUNTY, BUNGOMA COUNTY, KENYA**

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DECLARATION

This research project report is my original work and has not been presented for award in any other University.

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This research project report has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research study is dedicated to my children, Vanessa, Ruby and Benjamin.

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ABBREVIATIONS AND ACRONYMS

AASDF:	Affirmative Action Social Development Fund
AGPO:	Access to Government Procurement Opportunities
CDF:	Constituency Development Fund
DAC:	Development Assistance Committee
FGD:	Focus Group Discussion
FSD:	Financial Sector Deepening
GEMS:	Growth Enterprise Market Segment
GDP:	Gross Domestic Product
GOK:	Government of Kenya
ICT:	Information, Communication and Technology
KII:	Key Informant Interview
KIPPRA:	Kenya Institute of Public Policy Research and Analysis
M&E:	Monitoring and Evaluation
MDG:	Millennium Development Goals
MFI:	Micro Finance Institutions
NACOSTI:	National Council for Science, Technology and Innovation
NG-CDF:	National Government Constituencies Development Fund
NGO:	Non-Governmental Organization
PWD	Persons with Disability
OECD:	Organization for Economic Cooperation and Development
YEDF:	Youth Enterprise Development Fund WEF Women Enterprise Fund

ABSTRACT

The purpose of this study was to examine the factors influencing sustainability of affirmative action funded projects in Mt Elgon Sub-County, Bungoma County, Kenya. The study specifically sought, to assess how capacity building influences the sustainability of affirmative action funded projects, to examine how funding arrangements influences sustainability of affirmative action funded projects, to establish how management capacity influences the sustainability of affirmative action funded projects, to establish how stakeholder involvement influences sustainability of affirmative action funded projects. This study utilizes descriptive survey design and the target population was 190 of successfully funded projects under the affirmative action fund. The sample size for this study was 123 respondents drawn using Krecjie and Morgan (1970) table and proportionate as propounded by Yamane (1967). The study used questionnaires for data collection and data analysis involved both quantitative and qualitative methods. This entailed organizing the accumulated data to a manageable size, developing summaries, looking at the patterns, and applying statistical techniques to generate information that was used to answer research questions of the study and present the said results in understandable and convincing manner on tables and interpreted according to the study objectives. Quantitative data was analyzed with the help of statistical software called Statistical Package for Social Science (SPSS) to get the statistical mean to determine the overall trend of data set, standard deviation to measure spread of data around mean. Linear regression was done to determine the relationship between dependent and independent variables as well measure whether those relationships were strong or weak. The study findings show that capacity building influences sustainability of affirmative action funded projects by giving the beneficiaries the chance to understand their project's strategic direction, provision of intensive training for capacity building on the project to enable them to be better equipped to implement and sustain the projects, making them have a good understanding of resource mobilization which enables them be more effective and efficient, taking them through human resource development programmes and exposing them to exchange programmers and visits to other successful projects for capacity building as well as corroboration with other stakeholders. Funding arrangements affects sustainability of affirmative action funded projects through ensuring that the process and procedure of acquiring funds for affirmative action funded projects is easy and straight forward, promoting the follow-up process for funding of successful projects which if not done can negatively affect the projects, reducing on the intermediaries that facilitate the funding process of affirmative action projects which may sometimes be longer and could delay the project service delivery and efficiency of the project; that inadequate and/or unavailability of constant funding affects sustainability of affirmative action funded projects and the funding capacity for group funding which greatly affects the retention of technical and competent staff thus impacting on the sustainability of the projects with a mean average. Management capacity affects sustainability of affirmative action funded projects as the study found that the management of affirmative action funded projects in the sub county lacks governance competence, people who are involved in project management and delivery may have inadequate technical competence to handle projects, while business capacity management is a critical factor in effective project service delivery and affirmative action funded projects have adequate functional support system. The aspects of stakeholder involvement and sustainability of affirmative action funded projects are that stakeholder analysis helps in the identification of project participants, they are involved in decision making and participation in projects including cost sharing, stakeholder management is critical to the success and sustainability of the projects, customer relationship management is a key factor in stakeholder involvement in projects and the fact that public relations helps in the attraction and identification of the right stakeholders for the projects. Based on the findings the researcher made the following recommendations: there is a need to create awareness to the project members on general issues concerning the projects; project vision and mission should be at the fore front and an integral part of the awareness process; members of the projects should be involved in the determination of the strategic direction of the project; project management committees should be trained on all aspects of project including financial management, procurement, operations, tariff setting and record keeping; and for effective sustainability of the projects, there is need for provision of adequate financial resources and governance capacity to the management.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Affirmative action is considered important for the development and emancipation of the marginalized and vulnerable groups of people in society. Affirmative action funds were developed and are meant to break down barriers, both visible and invisible and set level playing fields to ensure that everyone is given an equal opportunity to develop. Government affirmative action funds oversight boards have been constituted to oversee operations of these funds (GoK, 2017). These boards are expected to be effective in order to achieve concrete development outcomes and eliminate poverty at local county level. Despite large amounts of government funded projects aimed at facilitating development and alleviation of poverty, there still exists lack of effectiveness in ensuring that the objectives of these funds are achieved.

Globally, many countries such as the USA, France and the UK have embraced affirmative action for many years now. In the United States, affirmative action tends to emphasize not specific quotas but rather "targeted goals" to address past discrimination in a particular institution or in broader society through "good-faith efforts to identify, select, and train potentially qualified minorities and women. For example, many higher education institutions have voluntarily adopted policies which seek to increase recruitment of racial minorities. The French are a bit reluctant than many Americans to consider race directly, but some selective institutions have increased students of color by areas. According to Burki (2008) and World Bank (2000), countries in the Caribbean, East Asia, and East Europe have embraced decentralization as a crucial component of the development agenda and have fared better than African countries.

Regionally, South Africa, Tanzania and Kenya have achieved unprecedented progress in decentralizing many services both in social, political and financial spheres. Indeed, it has been emphasized that there should be devolution of authority to local units of governance that are accessible and accountable to the local people at the grass-root level (Maina, 2005). Decentralization strengthens local governance, democratization and greater efficiency and equity in the use of public resources and service delivery for development (Rbot, 2002).

In Kenya the affirmative action fund was designed to expand access to finances and promote women, youth and persons with disability led enterprises at the local level. The fund was designed to support projects in agriculture, trade, service and manufacturing. The extent of success of government funded projects is determined by both technical and managerial capacity of the human resources of the implementing agencies. The fund has been hailed for success but continues to be questioned on sustainability of projects funded According to Pritchett (1994) accountability is a key pillar of effectiveness; it entails full transparency regarding purpose, content, responsibility and performance of any project or development activity. The implementation of government affirmative funded projects has taken root. The fund has so far supported approximately 41,000 groups countrywide comprising of more than 25,000 women groups,10,000 youth groups and 5,000 people living with disability. In Mt Elgon sub-County, there are 1600 registered Affirmative action fund groups comprising mostly of Women and Youth groups, however only 15 have been successfully funded and have effectively implemented their projects.

1.2 Statement of the Problem

Governments the World over continue to invest billions of shillings to provide essential services so as to better the livelihood of its citizens. In Kenya, the expenditure for local development support grew by 31.7% from Kshs 97.5 billion in 2015/2016 to Kshs 118.8billionin 2016/2017 (KNBS,2017). This trend has been projected to triple in the current financial year. A significant amount of this money was allocated to Women, youth and the vulnerable people through the affirmative action fund. Despite this massive investment, these funds continue to post unsatisfactory results as projects funded have not peaked yet.

This research study seeks to examine the factors influencing sustainability of affirmative action funded projects. The study seeks to examine the extent to which capacity building, funding arrangements, management capacity and stakeholder involvement influence sustainability of projects funded by the affirmative action fund.

Majority of rural communities cannot be expected to manage affirmative action fund projects on their own indefinitely. In order to guarantee the sustainability of affirmative action funded projects and the associated benefits, it is necessary to provide support and guidance to communities which

address a range of issues. An analyses of the performance of affirmative action funded projects in a variety of countries, found that management capacity was markedly better in communities where decision-making was democratic and inclusive (Katz and Sara2011). In community managed projects, many factors affect post-project sustainability. Among these, factors affecting sustainability of affirmative action funded projects are Capacity Building which includes policy, institutional strength, and leadership of the project. At the institutional level, performance within each institution consists of the strategic objectives the organization pursues, its priorities and deployment of resources.

According to Wadell (2001), adequate financing is one of the most important ingredients in the sustainability of youth enterprises. Most youth enterprise projects are not sustainable because of inadequate allocation of funds to youth groups and this problem is compounded by high cost of doing business. According to Neba, (2009), for projects to be sustainable and yield long-term benefits, communities must be more explicitly involved in design and implementation and in defining their own contribution. Participation of the communities in development initiatives intended to benefit them has been acknowledged as important in achieving sustainable development. Organizations as well as communities are increasingly relying on capacity building to enhance performance. Enhanced capacity plays a critical role in the sustainability of projects and communities could benefit from improved level of productivity and results.

Funding arrangement is a key factor that will influence project sustainability. A number of researches have shown that sources of finance have a positive influence on project success. Timeliness mode of dispatch of finances is crucial in any project for it to be successfully implemented. Management capacity is critical for effective utilization of resources for better outcomes and sustainable development. Stakeholder involvement is a very important unit in the implementation of any project as it represents community's interest and buy- in as they have better understanding of their challenges.

Whereas some authors have examined extent of relationships between some of these parameters such as Edwards and Hard Castle, (2005) who examined funding arrangements and Adenkinju, (2005) who examined management issues, these studies examined these relationships using pure research designs.

This study adopts the descriptive survey design and differs from previous works done in terms of scope and methodology (Creswell, 2011).

1.3 Purpose of the Study

The purpose of this study was to examine the factors influencing sustainability of affirmative action funded projects in Mt Elgon Sub County, Bungoma County, Kenya.

1.4 Objectives of the Study

This study was guided by the following objectives;

- 1) To assess how capacity building influences the sustainability of affirmative action funded projects.
- 2) To examine how funding arrangements influences sustainability of affirmative action funded projects.
- 3) To establish how management capacity influences the sustainability of affirmative action funded projects.
- 4) To establish how stakeholder involvement influences sustainability of affirmative action funded projects.

1.5 Research Questions

This study sought to answer the following research questions;

- 1) How does capacity building influence the sustainability of affirmative action funded projects?
- 2) How does funding arrangement influence sustainability of affirmative action funded projects?
- 3) How does management capacity influence the sustainability of affirmative action funded projects?
- 4) How does stakeholder involvement influence the sustainability of affirmative action funded projects?

1.6 Hypothesis of the Study

This study tested the following null hypotheses

- 1) **H₀**: Capacity building does not significantly influence sustainability of affirmative action funded projects.
- 2) **H₀**: Funding arrangements does not significantly influence sustainability of affirmative action funded projects.
- 3) **H₀**: Management capacity does not significantly influence sustainability of affirmative action funded projects.
- 4) **H₀**: Stakeholder involvement does not significantly influence sustainability of affirmative action funded projects.

1.7 Significance of the Study

It is hoped, findings from this research study will inform policy, contribute significantly to new knowledge and become a reference material in libraries and contribute immensely to the body of knowledge in project planning and management. It is hoped, that this study shall provide a new perspective on the sustainability of projects hence enrich the project management discipline. It is also hoped that this study will inform rural development and that researchers may find this information a pertinent literature and a basis for further studies.

1.8 Basic Assumptions of the Study

This study was premised on assumptions that respondents would be able to articulate the four parameters that constitute factors influencing sustainability of affirmative action funded projects which includes: capacity building, funding arrangements, management capacity and stakeholder involvement as the variables in focus. The researcher also assumes that respondents will give information without prejudice or biasness.

1.9 Delimitation of the Study

This study was delimited to ongoing affirmative action funded projects in Mount Elgon sub County of Bungoma County. This study area was chosen since it has a number of affirmative action funded projects that are ongoing. The area also has a huge number of marginalized and vulnerable people. (GoK, 2015). There may be other factors influencing sustainability of affirmative action funded projects in Mt Elgon sub-county, however the study was delimited to the four variables that include capacity building, funding arrangements, management capacity and stakeholder involvement in the sustainability of affirmative action funded projects. The study was also delimited on obtaining data from county committee members and project beneficiaries (women and youth groups).

Mt Elgon was chosen because this area has been affected by insecurity for many years and this has affected the operations of very many projects in the area which by extension affects the sustainability of projects when compared with other regions like Teso area and Bungoma which have the same affirmative action projects.

1.10 Limitations of the study

This research was undertaken in a conflict prone area where locating the targeted respondents was a huge challenge; the practicability of reaching all respondents in reasonable time was largely a daunting task. To overcome this, the researcher recruited very competent research assistants who are familiar with the security challenges of the area so as to collect the required data.

Since this research also involved collecting data from government officials (county committee members) through a structured questionnaire, getting them to participate in such a process was difficult since most of them are very busy people. To circumvent this however, the researcher and her team scheduled their engagements in advance by booking appointments in advance and using established networks.

1.11 Definition of Significant Terms Used in the Study

Capacity Building: This is the process of impacting knowledge and other requisite competences to project beneficiaries before they can access funding. Capacity building is measured by Intensive trainings; corroboration with other stakeholders; human resource development and reward; exposure and exchange visits to successful projects; resource mobilization skills; project strategic direction; level of problem/conflict resolution.

Funding Arrangements: This is the process through which project beneficiaries use to access funds. These include group funding, number of financing intermediaries and banks; process and procedure of acquiring funds; number of groups funding can accommodate; follow up funding initiatives; funding intermediaries available; funds availability on constant supply.

Management Capacity: This is the ability of the management to effectively steer the projects. This shall be measured by Governance competence; technical competence; business capacity management; functional support system; resource management skills; enabling working environment; availability and effectiveness of management committees.

Stakeholder Involvement: This is the process of involving beneficiaries and concerned parties in the implementation of the project. Stakeholder involvement includes Stakeholder analysis; stakeholder management; level of involvement in decision making and project activities; level of projects cost sharing; customer relationship management; public relations.

Sustainability of Affirmative Action funded Projects: This is ability of projects to outlive funding lifespan and provide income to beneficiaries. Sustainability includes: Customer satisfaction; delivery of adequate quality products and services; willingness to contribute to capital cost of project; affordable cost of service delivery; profitability of group projects; access to finance

1.12 Organization of the Study

This study is organized in five chapters. Chapter one discusses the background to the study in which contextual and conceptual issues are highlighted and presents statistics that offer direction to the study. The chapter covers statement of the problem, the purpose, objectives, research questions, study hypotheses, significance, limitations, and delimitations of the study and definitions of significant terms used in the study.

Chapter two has empirical and theoretical literature organized according to study themes which include: capacity building and sustainability of affirmative action funded projects, funding arrangements and sustainability of affirmative action funded projects, management capacity and sustainability of affirmative action fund projects and stakeholder involvement and sustainability of affirmative action fund projects. The chapter also contains theoretical framework, conceptual framework and knowledge gaps identified after the review of relevant literature.

Chapter three covers research methodology; research design, target population, sample size and sampling procedure, research instruments, data collection procedures, data analysis techniques, operationalization of variables and ethical issues. Chapter Four covers data analysis, presentation, interpretation and discussion while Chapter Five has summary of findings, conclusions, recommendations for theory, policy and practice. The Chapter also shows contribution of the study to body of knowledge and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews empirical and theoretical literature based on the themes in the objectives which include: capacity building and sustainability of affirmative action funded projects, funding arrangements and sustainability of affirmative action funded projects, management capacity and sustainability of affirmative action fund projects and stakeholder involvement and sustainability of affirmative action fund projects. The chapter also contains theoretical framework, conceptual framework and a matrix on research gaps identified after the review of relevant literature.

2.2 Sustainability of Affirmative Action Funded Projects

Affirmative Action Funded Projects is sustainable when it continues to deliver benefits to the project beneficiaries and other stakeholders. According to European regional development fund report (2007- 2013), project sustainability is influenced by factors inherent in the project and factors external to the project. According to summer (2010) sustainability at the project level can be attained through quality project planning, identification of real needs, involvement of project group, participation of target group, effective leadership and management, availability of adequate resources for continuation and integration and dissemination of good practices. The study observes further that project sustainability through factors external to it can be achieved through institutional support and support from national and county authorities. According to this study poor political environment and lack of adequate financial and personnel resources are some of the factors that can hinder project sustainability.

The government affirmative action funds support various activities including; education, health, water, transportation, agro-processing and livestock production. A number of studies have been carried out by researchers on the performance of these funds in Kenya including Constituency Development Fund (CDF), Youth Enterprise Development Fund (YEDF) and Women Enterprise Fund (WEF). A study by Nyagah (2010) concluded that the biggest challenge facing Constituency Development Fund projects is that projects undertaken were substandard and implemented selectively. The study clearly captured the belief of most Kenyans that CDF was meant to benefit a few people (Nyaga, 2010).

Heeks (2002) demonstrates common problems with government funded projects in South Africa which is similar with the problems seen in other parts of Africa. He offers proposals on how to make such projects effective using a model called 'simplify, standardize, replicate and monitor'. Summer(1999) studied project outcomes in context of cost and attributed it to poor communication among the stakeholders, inadequate financial resources, lack of motivation and training, tendering methods and poor project definition and organization. Arrowsmith (2008) in analyzing project failure factors for the Kenya Railways Corporation projects, identified poor communication, little experience of the project manager, late procurement of equipment, lack of training of project managers and slow project selection methods.

Youth Enterprise Development Fund was established in 2006 with the sole purpose of reducing unemployment among the youth who account for over 61% of the unemployed in Kenya (Legal Notice, 2006). The target of the fund is young people within the age 18-35 years who number 13 million. It is in recognition of the above facts that the government conceived the idea of institutional financing as a way of addressing unemployment which essentially is a youth problem. The concept is based on the premise that micro, small, and medium enterprise development initiatives are likely to have the biggest impact on job creation. Young people who constitute the largest segment of our society, is the future of any economy and a key driver of employment growth and economic activities (Hussen, 2010).

Mapesa and Kibua (2006) depicts that affirmative action funds are faced with a number of challenges including; lack of monitoring and evaluation, low awareness levels, lack of community participation, and political interference among others. Uwezo Fund also faces some of the challenges especially low awareness among the target groups and also lack of community participation. Uwezo Fund is also a flagship program for vision 2030 aimed at enabling women, youth and PWDs to access finances to promote businesses and enterprises at the constituency level enhancing economic growth towards realization of millennium development goals. Therefore one can rightly conclude that even though the area of devolved funds has continued to receive interest from scholars; there is a gap to be filled in the area of project sustainability, (Kuen et al., 2008).

The most common causes of project failure are frequent change of specification project scope, unclear project goals, unclear roles and responsibilities, inadequate estimation of required human resources, inadequate project monitoring and control, inadequate project management skills, inadequate risk management, poor project planning, staff turnover that affects the project (Grant, 2003). Many of the above reasons for project failure can be quantified. These quantified reasons allow project managers to work with an established archive of historical data in order to keep all aspects of the project within the standards of acceptability for the organization. These quantified standards and procedures improve the probability of project success (Grant, 2003). There are however quantifiable factors that cause the failure of projects.

From the above literature, it is clear that Affirmative Action Funded Projects are considered sustainable only if they continue to deliver their benefits to the beneficiaries and other stakeholders after the completion of project. Since most of them are government driven, they are meant to support activities such as education, health, water, transportation, agro-processing and livestock production. Examples of such projects in Kenya includes the Constituency Development Fund (CDF), Youth Enterprise Development Fund (YEDF) and Women Enterprise Fund (WEF) among many others. However, effective sustainability of such projects are influenced by factors such as, poor political environment, lack of adequate financial and personnel resources, substandard and selective implementation, poor communication among the stakeholders, lack of motivation and training, tendering methods and poor project definition and organization and context of cost. These challenges can be addressed through quality project planning, identification of real needs, involvement of project group, participation of target group, effective leadership and management, availability of adequate resources for continuation and integration and dissemination of good practices, simplify, standardize, replicate and monitor.

2.3 Capacity Building and Sustainability of Affirmative Action Funded Projects

Capacity building is central pillar to the development of any project including the rural development ones (OECD, 2013). Empirical evidence suggests that achieving better outcomes require increased investment of financial resources and adequate capacity to use those resources effectively. Enhanced capacity plays a critical role in the sustainability of economic outcomes and in reducing reliance on external assistance over the medium term (World Bank, 2008). Organizations as well as communities are increasingly relying on capacity building to enhance performance.

Capacity building requires a deep analysis of existing capacity, identifying capacity needed and designing of appropriate measure to fill the capacity gap. Capacity building can take various dimensions including human resources, social resources and financial capacity (James 2015). Financial capacity will include knowledge of resources and opportunities. Human resources dimension will include issues such as motivation of individuals and teams, skill development, development of relational abilities as well as trust within the project team and community in general to ensure equitable benefiting from the project. Social dimension of capacity building will include issues such as participation structure and shared trust (UNDP, 1997). Capacity building increases the ability of organizations, groups and individuals to solve problems, perform key functions and finally defines and moves effectively towards achieving objectives, effectively understand and handle development needs in a wider context and in a sustainable way (UNDP, 1997). Positive capacity building leads to community and individual empowerment. This general empowerment is what assists the project team to inject sustainability into projects (Langran, 2002). Empowering the community solves a lot other issues such community participation in a project (Temali, 2012).

Capacity building and development is therefore much more than training but a process of change; hence, it is about managing transformations, people's capacities, institutional capacity and a society's capacity change over time. For organizations, capacity building may relate to almost any aspect of its workforce in the areas of improved governance, leadership, mission and strategy, administration programme development and implementation, fundraising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, planning, etc. while the individuals, capacity building relates to leadership development skills, advocacy, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development. Capacity building and development are the elements that give fluidity, flexibility and functionality of individuals/organization to adapt to changing needs. It is about whom, how and where individuals and organizations can reposition themselves which are necessities of resilient societies to achieve their own development objectives over time.

Because government employ different models for their capacity building assistance that reflect varying bureaucratic structures, doctrine, budgetary and planning processes, and foreign policy interests, implementing the Sustainable Capacity Building approach requires that planning, policy, and practitioners adhere to a common set of principles to guide the design and capacity building activities Mulwa (2010). Although these principles are widely accepted, they have not been systematically and consistently integrated in activities, projects, programs and mission plans. They include promote local ownership, do no harm, and integrate sustainability. Together, adhering to these three principles ensures that any capacity building activity also respects local context.

Promoting local ownership requires that local actors play a central role in planning and implementing assistance missions. This means that local actors should be central participants in the identification, design, and implementation of reform processes and the policies and procedures they generate Gupta. (2011). Ownership requires meaningful inclusion in the process of planning and implementation so that the capacity building needs and priorities of local actors are incorporated throughout the process. Instead of telling local actors what they need, capacity building that adheres to the principle of local ownership responds to local needs as they are defined by Host Country stakeholders and are augmented by external assistance that is required to make change a reality.

A research by Miller, (2005) on scaling out impacts using a cross sectional descriptive survey design with a sample size of 195 respondents revealed that communities need advice to catapult productivity. The study indicated that communities could be assisted to improve on quality of production through capacity enhancement. This could in turn influence their incomes. This study concluded that common capacity building strategies focusing on knowledge management such as seminars, workshops, visits, field schools and shows were crucial in raising standards of quality in service delivery (Miller, 2005). Investment in skills and structures is crucial for sustainability.

Capacity building is therefore important to change beneficiaries' attitudes and equip them with better skills to be able to generate income, this is regardless of their level of education (Adhiambo and Hayombe, 2013). Although many authors acknowledge importance of formulating measures to determine enhancement; published literature suggests that efforts to measure outcomes associated with capacity building are at the very early stages of development. Effective capacity

enhancement is a central pillar for project programming (Katende, 2011). Documented evidence suggests that achieving better outcomes requires increased investment in capacity enhancement and effective utilization of resources including human, financial and technical.

Local capacity plays a role in sustainability of outcomes and reducing reliance on external assistance. Organizations and communities are increasingly relying on various capacity building practices. Improved performance of most projects is based on enhanced capacity approaches that would in turn impact overall growth (Mwangi, 2003).

From the above review, capacity building has been identified as a central pillar in the implementation of affirmative action funded projects as it plays a critical role in the sustainability of economic outcomes and in reducing reliance on external assistance over the medium term. This concept requires a deep analysis of existing capacity, identifying capacity needed and designing of appropriate measure to fill the capacity gap. The process of building capacity for effective delivery of projects takes various dimensions such as human resources, social resources and financial capacity.

2.4 Funding Arrangements and Sustainability of Affirmative Action Funded Projects

Government funded projects mostly have the aspect of funding taken care of by the current government annual budget. The composition of project finance is a key factor that will influence project sustainability. Analysis by a number of researches has shown that sources of finance have a positive influence on projects. In his study, Kasoo (2010) reiterated in his findings that besides community participation, sources and composition of project finance has a bearing on project success as well. Another study purposed to establish the influence of financing on institutional capacity of Early Childhood Education (ECE) centers in Kikuyu District using descriptive survey design identified funding arrangements as a major impediment towards the realization of the institutional capacity (Kimani, 2009).

Ensuring that any funding system is sustainable is another key criterion. This will be affected by at least three factors: the degree to which the system enjoys public support, its affordability and its capacity to be flexible in adapting to changes in circumstances. The degree of public acceptability

will depend in part on the extent to which individuals believe that the system will provide them with adequate support should they ever need it Heeks (2002). Such expectations will be shaped by the level of contributions requested as well as by factors such as whether the system is fully funded or operates on a pay-as-you-go basis. Social preferences about the optimum degree of intergenerational cross-subsidization will be important. Public confidence in the system will also be influenced by the extent to which the system targets resources to the right people, and for the right care. Individuals' willingness to co-finance the care of others in society will be greater if resources are seen to be targeted towards the provision of vital services, such as assistance with key activities of daily living, to individuals with significant needs and limited ability to pay(Harris 2000).

To be sustainable the system also needs to be affordable. At the individual level, the sense of affordability is likely to be affected by whether or not financial contributions are spread over a lifetime and across the entire population, rather than being demanded at the point of retirement. Willingness to increase contributions might also be helped by maximizing transparency in the revenue raising process, for instance by ring-fencing of a tax for long-term care. Not all of the objectives of these criteria can be maximized simultaneously; policy-makers thus need to weigh up the relative merits of different funding mechanisms so as to yield a preferred combination of impacts on equity, efficiency and sustainability, given the specific national context.

Governments provide reliable flow of funds while monitoring the implementation of the projects closely. Some of these sources of funds attach some conditionality before committing themselves to full funding arrangements. Some of the conditions have a positive influence because they require the community members to actively participate in the project hence their high chances of success. In the case of Uwezo Fund, groups must provide financial repayment of the total project allocation amount at 1% interest (GoK2015). This demonstrates that communities almost entirely depend on government or donors to jumpstart any development project. It is therefore important for development stakeholders to know that timeliness of finances is crucial in any project for it to be successfully implemented. Uwezo Fund access of funds is on a first come first served basis, subject to assessment and approval of the loan, provided that the Committee shall ensure equitable distribution of funds in the wards.

The levels of funding for groups in marginalized zones should enable them actualize their projects. An eligible qualifying amount for a group is a minimum of fifty thousand and a maximum of five hundred thousand shillings at any one time (GoK, 2015). The duration of funding of projects should be very consistent and the finances availed in a timely fashion to ensure that the undertaken projects are completed in a timely manner within the available time and budget. The beneficiaries to the fund need to utilize the fund as per their requests. Therefore duration, timeliness and management of funds is a big determinant of whether the project implemented will be sustainable.

The review has demonstrated that affirmative action funded projects are mostly funded by the Government and their budgets are allocated in every financial year. Therefore, funding of these projects goes hand in hand with other basic resources such as community participation, sources and stakeholder involvement and is very important in ensuring the sustainability of the projects. However important as it is, funding is one of the major reasons why such projects have failed. This mainly stems from poor management of the allocated funds, to corruption and delays in releasing the funds. The process of funding such projects depended on the degree to which the system enjoys public support, its affordability and its capacity to be flexible in adapting to changes in circumstances. Therefore, it is important to ensure that any funding system for the affirmative action funded projects is sustainable, efficient and transparent.

2.5 Management Capacity and Sustainability of Affirmative Action Funded Projects

Good management means the effective utilization of resources in a manner that is open, transparent, accountable, equitable and responsive to the needs of the people. It also means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal (UN, 2011). The issue of management has been key to the functioning of successful government bodies although it is essential to all organizations (for-profit, private and not-for profit) where resources must be managed in a manner that is transparent, accountable, equitable and responsive to the needs of the people (Lekorwe and Mpabanga, 2007).

Kathleen O'Brien (2011), states that no organization can stand on its two legs without effective Management. She further asserts that good leaders possess special skills and capacity. She opines that leaders can be developed at every level of the organization to provide lasting positive change.

Building effective Management capacity in her opinion involves training, mentoring and empowering emerging leaders through public speaking trainings. According to Kotter (2006), we live at a time when we are faced with complex challenges which are characterized by high level of uncertainty and rapid change and leadership skills are critical in solving these challenges. His observation is corroborated by Gordon and Berry view (2006) which stated that complex problems and rapidly changing solutions require more leadership from everyone in an organization.

Conger (1993) observed that effective Management is needed if organizations are to remain sustainable especially at a time when the problems are complex, when solutions are hard to get, when there is need for behavioral change, and when there is history of chronic policy failure. According to White and Kenyon (2001) young entrepreneurs depending on their age, limited life and work experience require better different treatment in terms of training and counseling. Street and Sykes (2003) observes that effective leadership is very important for the success of businesses but they further observe that most youth enterprises support agencies do not provide business advice, training and guidance to cash poor youth business startups.

Onyango (2009) acknowledges that organizations operate in complex and dynamic business environments and subsequently require complex, but flexible governance. The issue of good governance today is widely regarded as one of the key ingredients for poverty alleviation and sustainable development which project managers must not lose sight.

Management of the groups and funds disbursed to groups is vital to the success of the group. Since funded projects are aimed at becoming sustainable, then good governance becomes a vital aspect of their existence. Fund management committees are constituted to ensure that the projects funded are sustainable and achieve the desired goals. Participatory approach is essential to the achievement of sustainable projects because it helps to ensure good accountability and effectiveness. Community-based approaches focusing on building partnerships are critical for sustainability in project work. This ensures that the project members are informed and accountable for the funds assigned to them.

To ensure proper management of resources, organization as part of good management becomes an important aspect of every project. Without accountability, organizations will face pressure to meet reasonable standards of governance and to ensure that an acceptable standard of human, financial and material management is maintained. The achievement of accountability and participation requires a considerable range of technical expertise, skill and commitment of resources. Every organization has its stakeholders besides the direct beneficiaries. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law (UN, 2011).

The literature above has shown that good management implies effective utilization of resources in a manner that is open, transparent, accountable, equitable and responsive to the needs of the people for sustainable implementation of affirmative action funded projects. This shows that the processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. Therefore, if there no accountability, organizations will face pressure to meet reasonable standards of governance and to ensure that an acceptable standard of human, financial and material management is maintained. The achievement of accountability and participation requires a considerable range of technical expertise, skill and commitment of resources.

2.6 Stakeholder Involvement and Sustainability of Affirmative Action Funded Projects

Stakeholders are those who are “directly” or “indirectly” affected by a process or activity and who could affect the outcome of a proposed intervention or a project. Stakeholders are affected environmentally and socially, (World Bank, 2014). A community is a very important unit in the implementation of any project including the affirmative action fund projects.

In the last two decades, Stakeholders participation of project beneficiaries in design, monitoring and evaluation of funded projects has received a lot of attention and advocacy. According to Marilee (2000), between 1970 and 1980 lack of project beneficiary’s participation was identified as a reason for failure of many development efforts. In fact she states that participation can range from contribution of inputs to pre-determined projects, to information sharing, consultation, decision making, partnership and empowerment.

She observes that participation is a means as well as an end. As a means, she says it is a process in which people cooperate and collaborate in development projects. As an end she asserts that participation is a process that empowers people and communities through acquiring skills, knowledge and experience leading to self-reliance and self-management. In conclusion she states that group projects are sustainable when groups and Stakeholders are engaged in active participation in the affairs of the group project. According to CDE (2007) though south Africa has sound policies to address youth problems, youth enterprises have remained weak and less sustainable due to unfriendly business regulatory measures and lack of consultation of the youths on matters pertaining to development of policies and programmes addressing youth issues.

Marilee(2012) asserts that when Stakeholder are involved in project initiation there is the assurance of sustainability subject to some conditions unlike when they have no idea about the project or when it is imposed on them. There sought to be genuine demand by a community or groups within it for all projects whether aided or not aided by the government or any international agency. This eliminates the tendency to abandon the projects when they are half-way completed and sustains the interest of communities or groups within them in maintenance and protection of those projects. The project is not seen on a stranger. For projects to be sustainable there must be community participation. This is because, according to Musa (2000), through participation, the communities develop skills for collective action, maintenance and sustainability.

These activities have strengthened the potentials of the people. The development association formed has been upgraded into local societies with their own initiatives to address the people's needs to strengthen their position and to put forward their case to the decision making body particularly the local and state governments. The new aid paradigm has seen participation as useful not only in enhancing the effectiveness, efficiency, and coverage of the project benefits, but also in encouraging self-reliance of the project participants (Kleemeier, 2000). Stakeholder Participation is useful for the achievement of sustainability because sustainability depends on the role played by stakeholders, particularly those directly concerned with projects or programs, such as Government and the implementing agency, and those who will gain the benefits, the intended participants. (Austral).

Stakeholders in any project implementation process represent community's interest. In recent years, participation of communities in development initiatives intended to benefit them has been acknowledged as important in achieving sustainable development. The assumption is that people themselves can better understand their economic and social challenges they face and probably have insights that can help shape initiatives intended to benefit them or deal with those challenges (Benjamin, 2012).

Stakeholders play a critical role and interact at multiple levels-from local to global level and their role and interaction determine the effectiveness of the implementation of a development intervention. Research has been done on best project success measurements, and that these studies all recognize the importance of considering key stakeholders' perceptions and input in order to achieve project success or project sustainability. The involvement of local representatives at the county or local level responsible for execution of projects is indeed desirable. This enhances accountability and openness. The local community leaders usually articulate people's problems more profoundly than outsiders (Cheung, Zolin, Turner and Remington, 2010). For projects to be sustainable and yield long-term benefits, communities must be more explicitly involved in design and implementation and in defining their own contribution (Neba, 2009).

Therefore, analysis and exploration of stakeholder interaction, their role in decision making process according to their relative position and power relations is obligatory for the success and sustainability of any project (Wattoo et al., 2010). These findings are in agreement with Kimani (2012) study that detailed case study analysis on affirmative funded projects and concluded that it was only through participatory planning, monitoring and evaluation, that meaningful development and project sustainability in key rural development interventions can be realized.

In the last two decades, Stakeholders participation of project beneficiaries in design, monitoring and evaluation of funded projects has received a lot of attention and advocacy. According to Marilee (2000), between 1970 and 1980 lack of project beneficiary's participation was identified as a reason for failure of many development efforts. In fact, she states that participation can range from contribution of inputs to pre-determined projects, to information sharing, consultation, decision making, partnership and empowerment.

From the above review, the literature has shown that stakeholders are people who are involved or affected by the projects either directly or indirectly. The literature stresses on the need to ensure full and active participation of all those who are affected by the projects in one way or the other. This involvement takes part in the design, monitoring and evaluation of the projects both environmentally and socially. The literature considers stakeholder participation as a means as well as an end. As a means, it is seen a process in which people cooperate and collaborate in development projects and as an end, stakeholder participation is a process that empowers people and communities through acquiring skills, knowledge and experience leading to self-reliance and self-management.

2.7 Theoretical Framework

This study is grounded on the Outcomes theory, Institutional and Stakeholder theory which directly address the results desired in any project intervention.

Outcomes theory provides a comprehensive set of several key conceptual frameworks, principles and was developed by Duignan 2005. Outcomes theory goes under various names such as: strategic plans, management by results, results-based management systems, and accountability and best-practice systems. Outcomes theory analyzes all types of outcomes and management capacity in any domain and at any level of individual, organizational, community, regional, national and global. The Capacity building variable will be guided by this theory.

Institutional theory was developed by Nelson Phillips in 1995, who asserts that institutionalization which is the process of institution formation, is the backbone to sustainable development (Soule, 2010). The theory suggests that institutions are the building units of any society and they shape human interaction as well as provide structure to everyday life and bring people together leading to project sustainability (Sullivan, 2014). Scott indicated that, in order to survive, Project managers, ward development committee members and the community must conform to the rules and belief systems prevailing in the environment because institutional isomorphism, both structural and procedural, will earn the organization legitimacy (Peter 2012). Management capacity and funding arrangements will be guided by this theory.

Stakeholder's theory was originally propounded by Ian Mitroff 1983. Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Wichita, 2015). The theory suggests pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

Community participation enhances social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion. Stakeholder involvement variable will be guided by this theory.

2.8 Conceptual Framework

In this study on the factors influencing sustainability of affirmative action funded projects in Mt. Elgon Sub-County of Bungoma County, the thematic variables are the factors influencing sustainability of Affirmative Action funded projects– *independent variables* and Sustainability of Affirmative action funded projects – *dependent variable*. The specific independent variables are capacity building, funding arrangements, management capacity and stakeholder involvement while the moderating variables are government policies. Figure 2.1 demonstrates how they are interrelated.

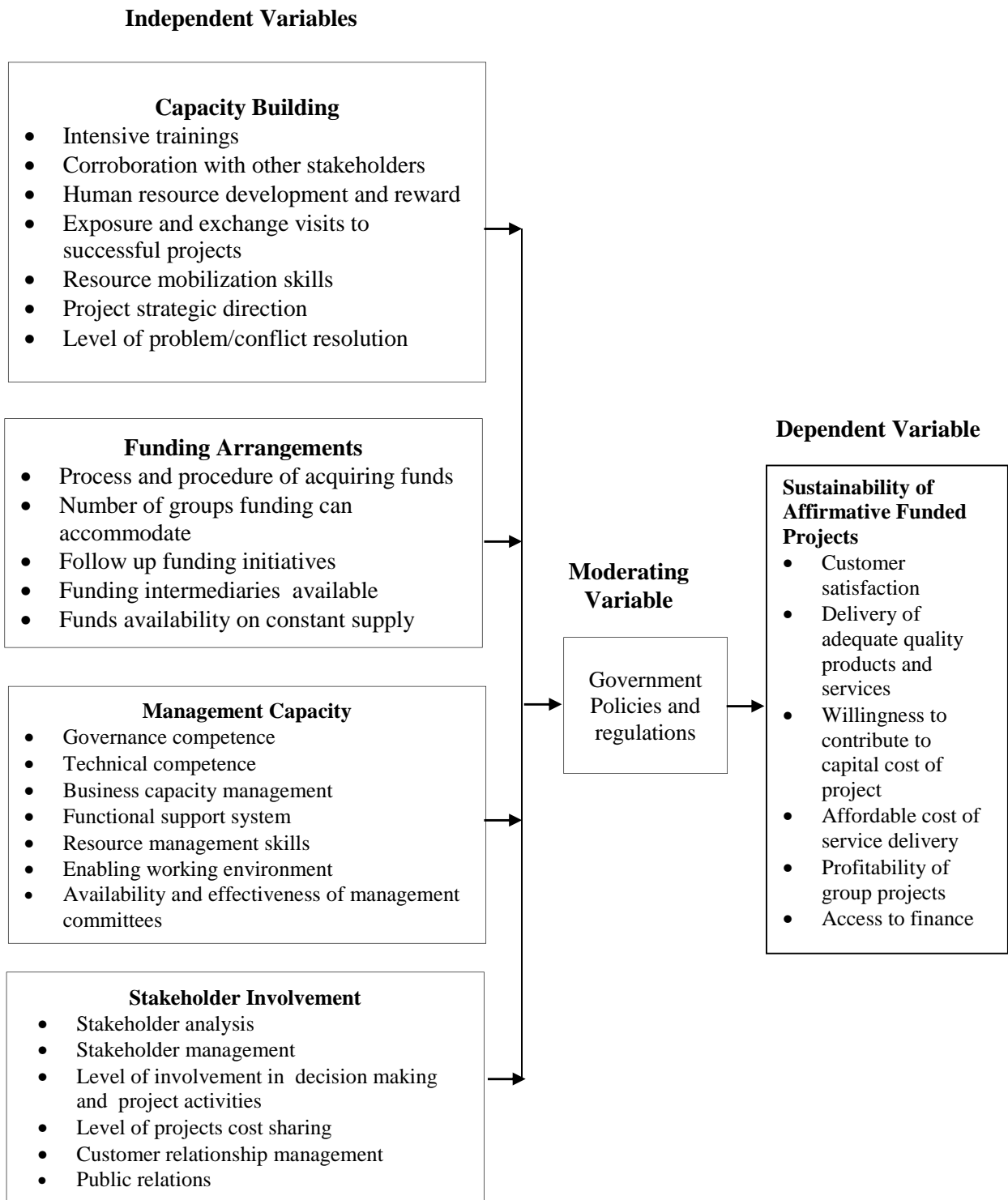


Figure 2.1: Conceptual Framework of Factors Influencing Sustainability of Affirmative Action Funded Projects

2.9 Knowledge Gaps

The gap in knowledge obtained after review of both empirical and theoretical literature is shown in Table 2.1

Table 2.1 Knowledge Gaps

Variable	Author (Year)	Title of the Study	Study Findings	Knowledge Gap	Focus of the Current Study
Capacity Building	Adhiambo and Hayombe (2013)	Capacity building approaches in small holder agriculture projects in Kenya	Found significant relationship between capacity building approaches and project performance	The study did not clearly state the methodology adopted. The usage of mixed methods survey approach was not clear.	This study shall focus on the influence of various capacity building approaches on sustainability of affirmative action fund projects
Funding Arrangements	Kasoo, (2010)	Influence of Funding arrangements on performance of CDF projects	Found significant relationship between project funding arrangements and performance of CDF projects	Methodology used was basically comparative and did not factor elements of triangulation.	This study focuses on the influence of various funding arrangements on sustainability of affirmative action fund projects
Managerial Capacity	Onyango (2009)	Managerial competence, institutional capacity and project certification	Found significant relationship between managerial competence and certification	Descriptive survey approach is considered too simplistic for such a study. The design seems insufficient	This study focuses on the influence of managerial capacity on sustainability of affirmative action fund projects
Stakeholder Involvement	Kimani, (2012)	Influence of community dynamics on performance of rural projects	Found significant relationships	Methodology used was unclear	This study focuses on the influence of stakeholder involvement on the sustainability of affirmative action fund projects
Sustainability of Projects	Nyaga (2010)	Implementation challenges and project sustainability	Did not show any relationships	Randomized block designs used not well structured in the context of social science	This study focuses on sustainability of affirmative action fund projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three focuses on research methodology that entails the research design, target population, sample size and sampling procedure, the data collection instruments, pilot-testing, validity and reliability of research instruments, data collection procedures, data analysis and presentation , operationalization of the variables and ethical consideration.

3.2 Research Design

This study shall utilize descriptive survey design. This design according to Yin, (2009) and Amir and Zahir (2016) is “the logical sequence that connects the empirical data to a study's research questions and, ultimately, to its conclusions.” Nachmias and Nachmias (1992) and corroborated by Richard and Culas, (2016) considers research design as a model of proof which helps the researcher to make a logical conclusion about relations among the variables during investigation. In other words, it is a guide during the process of collecting, analyzing and interpreting observations. Wayne and Walter (2017) underlines that the main purpose of the design is to help to avoid the situation in which evidence does not address the initial research questions”. It has to deal with a logical problem, not a logistical one. Thus, the research design is much more than an ordinary plan of the work. This research design has been chosen since it shall be critical in providing full description of a single phenomenon within its context. This design will help explain the empirical generalizations. Wayne and Walter, (2017) opined that this design is suitable when it comes to description of the social phenomenon of interest such as demographic characteristics of the population and making predictions based on the main findings.

3.3 Target Population

The target population for this study was 190 successfully funded under the affirmative action fund. Target population, according to Annie (2015) is that group to which a researcher desires to take a broad view in a study. In this study, unit of analysis was “the funded group’ from which the researcher obtained pertinent information

Table 3.1 Target Population

Population strata	Unit of analysis	Target Population
Women Groups (projects)	9	106
Youth Groups (projects)	6	72
County Committee members	12	12
Total	27	190

Source: (Affirmative Action projects and County committee report, 2017)

3.4 Sample Size and Sampling Procedures

This section describes the sample size and sampling procedure that was used in the study.

3.4.1 Sample Size

The sample size for this study was 123 respondents drawn from a target population of 190 using Krejcie and Morgan (1970) table of sampling table as shown in appendix IV.

3.4.2 Sampling Procedures

According to Orodho and Kombo (2002) sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements that are representative of the characteristics found in the entire group. Singleton, (1998) further explains that it is the process of selecting a few cases from a large population for studying them and generalizing on the large population. The sample size of 123 was obtained using Krejcie and Morgan Table for sample size determination. From this table a target population of 190 corresponds to a sample size of 123. The researcher employed stratified simple random sampling method and proportionate as propounded by Kothari (2005) for select distributing the sample sizes for every strata as shown in Table 3.2

Table 3.2: Distribution of the Sample Size

Population strata	Unit of analysis	Target Population
Women Groups (projects)	106	69
Youth Groups (projects)	72	46
County Committee members	12	8
Total	190	123

3.5 Research Instrument

To ensure that data collected addresses objectives of the study, data collection instrument must be selected appropriately to avoid collecting irrelevant information (Mohammed 2015). This study, being descriptive in several characteristics, coupled with the fact that it targets a relatively large population geographically spread, the researcher used questionnaires and interview guides as the data collection instruments. The questionnaire items developed comprise close ended questions while the interview guide comprised of open ended questions. Questionnaires allow greater uniformity in the way questions are asked, ensuring greater compatibility in responses. The questionnaire developed for this study entails five sections. Section A has questions on the demographic characteristics of respondents, section B has questions on capacity building, section C has questions on funding arrangements, and section D has questions on managerial capacity, section E has questions on stakeholder involvement and section F has questions on sustainability of projects. The questions on the questionnaire were expressed on five point Likert scale. The Likert scale points are; strongly agree (5), agree (4), undecided (3), disagree (2), strongly disagree (1).

3.5.1 Pilot-Testing of the Research Instrument

Pilot testing was conducted to examine the appropriateness, reliability and validity of the questionnaire. The pre-test sample of this study was 10% of the sample size (12 respondents). The pilot testing process was undertaken from Saboti sub County who was exempted from the actual study and has the same characteristics as Mt Elgon sub County. Pilot-testing was done to identify and rectify errors in the questionnaire. This process was held two weeks prior to the main study. According to Suen, (2015), piloting is a necessary process as it ensures that the measurements are of acceptable reliability and validity. The questionnaires were pilot-tested on the neighbouring sub-County. Results from the pilot study were used to adjust ambiguities in the questionnaires. Piloting in this study provided crucial and valuable insights about the research study.

3.5.2 Validity of the Research Instrument

Content and construct validity were utilized in this research. Validity is a test measures what it is purported to measure (Cozby, 2001). Validity refers to the truthfulness of the research in regards to reality (Ashok and Kate, 2015). Validity shows how well an instrument measures what is intended to be measured. Content validity which measures degree to which data collected

represents the content of the concept being measured (Mugenda and Mugenda, 2009 cited in Ashok and Kate, 2015). A thorough literature review was conducted to ensure content validity by identifying the necessary items to measure the variables of the study.

In this study, content validity was ascertained by examining whether the questions in the questionnaire helped in the achievements of study objectives. This was verified by the supervisor who is an expert in research. In construct validity, the instruments of data collection was validated by ensuring that questions in the questionnaire are clear, unambiguous in terms of how they are constructed to help the respondent in filling the questionnaire. This was also validated by the supervisor.

3.5.3 Reliability of the Research Instrument

In this research, Cronbach's Alpha of determining reliability was applied. Cozby (2001) defined reliability as the ability of an apparatus, machine, or system to consistently perform its intended or required function or mission, on demand and without degradation or failure. The reliability of a research instrument concerns the extent to which the instrument will be consistent in relaying the same information. Reliability is consistency and dependability of data collected through repeated use of a scientific instrument or data collection procedure under the same conditions (UNDP, 2002).

Reliability measures the extent to which an instrument yields the same score when administered at different times, locations, or populations. In this study, reliability of the instruments was ascertained by carrying out pre-test re-test methods where the data collected through pre-test was correlated with the data collected through re-test method using Cronbach's alpha (coefficient alpha) which states that any score which is 0.6 and below is questionable and any score which is 0.7 and above is acceptable.

3.6 Data Collection Procedures

This researcher collected and utilized primary data which refers to data originally collected for the very first time. Use of primary data has been demonstrated by numerous authors who postulated that primary data has revolutionized the growth of social science discipline. Two youths from the locality were recruited as research assistants to help collect the quantitative and qualitative data.

The research assistants were trained on research ethics, data management and data operations before deployment. Prior to data collection, letters of transmittal of data collection expressing the desire to undertake research were dispatched to all groups that participated as respondents to this research study. A research permit authorizing this study was also obtained from relevant agency (NACOSTI) photocopied and given to each research assistant. A total of 123 questionnaires were printed and distributed equally to the research assistants for onward distribution.

3.7 Data Analysis Techniques

Data analysis is the process of inspecting, cleaning, transforming, and modeling of data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making (Cozby, 2001). Data analysis involved organizing the accumulated data to a manageable size, developing summaries, looking at the patterns, and applying statistical techniques to generate information that was used to answer research questions of the study and present the said results in understandable and convincing manner. Data from questionnaires were first handled through the process of data management. This involved cleaning, sorting, identification of duplicates and missing data.

Data so collected was analyzed using both quantitative and qualitative methods. Quantitative method involved descriptive analysis. Data collected was analyzed using mean, frequency distribution, variances and results presented using Tables for quantitative data. Quantitative data was analyzed with the help of statistical software called Statistical Package for Social Science (SPSS) to get the statistical mean to determine the overall trend of data set, standard deviation to measure spread of data around mean. Linear regression was done to determine the relationship between dependent and independent variables as well measure whether those relationships were strong or weak. The data was presented using tables and interpreted according to the study objectives.

The models of data analysis include:

Objective 1: $Y = a + b_1X_1 + e$

Objective 2: $Y = a + b_2X_2 + e$

Objective 3: $Y = a + b_3X_3 + e$

Objective 4: $Y = a + b_4X_4 + e$

3.8 Ethical Considerations

In this study, confidentiality was a key concern as the information relevant to the study was of strategic importance. In this regard, names of the respondents were not disclosed. Secondly, the researcher obtained a research permit from the National Commission for Science, Technology and Innovation so as to authorize and validate this study. Information was not made available to anyone. Strict standard of anonymity ensured participants in the study remain anonymous. The researcher also strived to maintain truthfulness in reporting data results by ensuring that there was no fabrication, falsehood, or any misrepresentation of data. The researcher shall avoided bias in data analysis and interpretation

3.9 Operationalization of the Variables

The operational definition of study variables is as shown in Table 3.2

Table 3.3: Operational Definition of Variables

Objective	Variable	Indicators	Scale of Measurement	Data analysis techniques	Tools of data Analysis
To assess how capacity building influences the sustainability of affirmative action funded projects.	Capacity Building	<ul style="list-style-type: none"> • Intensive trainings • Corroboration with other stakeholders • Human resource development and reward • Exposure and exchange visits to successful projects • Resource mobilization skills • Project strategic direction • Level of problem/conflict resolution 	Interval	Descriptive statistics	Linear Regression
To examine how funding arrangements influences sustainability of affirmative action funded projects.	Funding Arrangements	<ul style="list-style-type: none"> • Process and procedure of acquiring funds • Number of groups funding can accommodate • Follow up funding initiatives • Funding intermediaries available • Funds availability on constant supply 	Interval	Descriptive statistics	Linear Regression
To verify how management capacity influences the sustainability of affirmative action funded projects.	Management capacity	<ul style="list-style-type: none"> • Governance competence • Technical competence • Business capacity management • Functional support system • Resource management skills • Enabling working environment • Availability and effectiveness of management committees 	Interval	Descriptive statistics	Linear Regression
To establish how stakeholder involvement influences sustainability of affirmative action funded projects.	Stakeholder Involvement	<ul style="list-style-type: none"> • Stakeholder analysis • Stakeholder management • Level of involvement in decision making and project activities • Level of projects cost sharing • Customer relationship management • Public relations 	Interval	Descriptive statistics	Linear Regression
	Sustainability of Affirmative Fund Projects	<ul style="list-style-type: none"> • Customer satisfaction • Delivery of adequate quality products and services • Willingness to contribute to capital cost of project • Affordable cost of service delivery • Profitability of group projects • Access to finance 	Interval	Descriptive statistics	Linear regression

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION INTERPRETATION DISCUSSION

4.1 Introduction

The chapter focuses on the analysis, presentation and interpretation of data collected in the study using descriptive statistics. It is structured into questionnaires return rate, socio-demographic information, gender of the respondents, age of the respondents, level of education of the respondents, capacity building and sustainability of affirmative action funded projects ,funding arrangements and sustainability of affirmative action funded projects , management capacity and sustainability of affirmative action funded projects, stakeholder involvement and sustainability of affirmative action funded projects and Inferential Analysis.Frequencies, percentages, mean and standard deviation were used to explain the responses to the questionnaires. Conclusions and recommendations were made based on the analyzed data. This survey was carried out in Mt Elgon sub-county, Bungoma County, Kenya, Kenya. A total of 90 (N=90) respondents participated in this study.

4.2 Questionnaires Return Rate of the Respondents

From the data collected, out of the 123 questionnaires administered, 90 of them were filled and returned, which represents 73.2% response rate. This response rate is considered very good to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% good and above, while 70% rated very good. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the key informants of the intended survey, also the researcher utilized a self-administered questionnaire where the respondents completed and these were picked shortly after.

4.3 Socio-Demographic Information of the Respondents

The study sought to establish information on various aspects of respondents' background such as gender, age, level of education, economic status, residential, time of being a resident and marital status. This information aimed at testing the appropriateness of the respondent in answering the questions regarding factors influencing sustainability of affirmative action funded projects in Mt Elgon sub-county, Bungoma County, Kenya

4.3.1 Distribution of respondents by Gender

The first item sought information on the gender distribution of the respondents. The purpose for this aspect was to help in understanding gender diversity and its consideration in affirmative action funded programmes in Mt. Elgon of Bungoma County. The results were presented in table 4.1 which indicates the gender of respondents who participated in the survey.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage
Female	71	78.9
Male	19	21.1
Total	90	100

The study found out that the majority of the respondents were female with 71 (78.9%) while 19 (21.1%) were male. The findings show that there was not much disparity in data collection, both gender opinion were all represented fairly.

4.3.2 Distribution of respondents by Age bracket

The second item sought information on the age distribution of the respondents. The purpose of this was to find out how the concept of equity has been taken into account in the affirmative action funded programmes. More specifically the section sought to find out if the youth are also included in the implementation of affirmative action funded projects in Mt. Elgon of Bungoma County. The age distribution of the survey respondents is shown in table 4.2.

Table 4.2: Age of the Respondents

Age bracket	Frequency	Percentage
20-29	26	28.9
30-39	33	36.7
40-49	12	13.3
50-59	12	13.3
Over 60 yrs	7	7.8
Total	90	100

Table 4.2 shows the age of the respondents. The findings showed that 26 (28.9%) of the respondents indicated that they were between the ages of 20-29 years; 33(36.7%) were between 30-39 years; 12 (13.3%) were between 40-59 years; 12 (13.3%) were between 50-59; while only 7 (7.8%) were above 60 years old.

4.3.3 Distribution of the respondents by the level of education

The respondents were also asked to indicate their level of education. This question was meant to gauge the ability of the respondents to understand the purpose of the study and provide valid information. Table 4.3 shows the distribution of respondents according to their level of education.

Table 4.3 Distribution of the Respondent by Level of Education

Level of Education	Frequency	Percentage
Primary	30	33.3
secondary	24	26.7
Technical	22	24.4
University or college	14	15.6
Total	90	100

From Table 4.3 majority of the respondents 30 (33.3%) had primary level of education; 24(26.7%) had secondary level; 22 (24.4%) had technical or vocational level of education; while 14 (15.6%) had University or college degrees being the highest level of education attained by the respondents. Therefore it can be noted that majority of the respondents had attained basic education and thus would provide valid and consistent information about sustainability of affirmative action funded projects.

4.4 Capacity Building and sustainability of affirmative action funded projects

This is the first objective of the study. The respondents were asked to give their opinion on their level of agreements or disagreements using a Likert scale of 1-5 where 1= strongly disagree, 2=disagree 3=neutral, 4=agree and 5=strongly agree. The results are presented in Table 4.4

Table 4.4: Capacity Building and sustainability of affirmative action funded projects

Statements	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
How do you rate your ability to understand your project's strategic direction			1	1.1	6	6.7	55	61.1	28	31.1	4.333	.586
I have undergone intensive training for capacity building in the project	-	-	-	-	9	10	64	71.1	17	18.9	4.253	.557
I have a good understanding of resource mobilization	-	-	-	-	6	6.7	65	72.2	19	21.1	4.22	.503
Human resource development programmes are undertaken in the project for capacity building	-	-	5	5.6	19	21.1	47	52.2	19	21.1	3.79	.716
I have been exposed to exchange programmes and visits to other successful projects for capacity building as well as corroboration with other stakeholders	1	1.1	32	35.6	39	43.3	17	18.9	1	1.1	2.90	.800
Composite Mean											3.899	
Composite SD												0.632

The study shows that 55(61.1%) respondents agree that they have ability to understand their project's strategic direction for affirmative action funded projects with a mean average of 4.3 and standard deviation of 0.586. 64 (71.1%) respondents agree that they have undergone intensive training for capacity building in the affirmative action funded project to enable them be better equipped to implement and sustain the projects with 4.25 mean average. 65 (72.2%) agree that they have a good understanding of resource mobilization which enables them be more effective and efficient with 4.22 mean average. 47(52.2%) agree that Human resource development programmes are undertaken in the project for capacity building which has a high influence in the sustainability of affirmative action funded projects with 3.79 mean average. 39 (43.3%) respondents moderately agree that they are exposed to exchange programmers and visits to other successful projects for capacity building as well as corroboration with other stakeholders with 2.9 mean averages.

The findings of a study conducted by James (2013) on sustainability of projects in Migori County established that regardless of low education qualification of the members, the skills and knowledge gained during technical training enabled members to have more exposure and thus get actively involved in sustainability of projects.

4.5 Funding arrangements and sustainability of affirmative action funded projects

This is the second objective of the study. The respondents were asked to give their opinion on their level of agreements or disagreements using a Likert scale of 1-5 where 1= strongly disagree, 2=disagree 3=neutral, 4=agree and 5=strongly agree. The results are presented in Table 4.5

Table 4.5: Funding Arrangements and sustainability of affirmative action funded projects

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
The process and procedure of acquiring funds for affirmative action funded projects is easy and straight forward	-	-	-	-	10	11.1	44	48.9	36	40	4.40	.567
Lack of follow up funding of successful projects has negatively affected sustainability of affirmative action funded projects	-	-	-	-	8	8.9	60	66.7	22	24.4	4.24	.526
Intermediaries that facilitate the funding process of affirmative action projects is longer and this delays the project service delivery	-	-	-	-	16	17.8	60	66.7	15.6	22.7	4.066	.620
Inadequate and/or unavailability of constant funding affects sustainability of affirmative action funded projects	-	-	1	1.1	30	33.3	44	48.9	15	16.7	3.706	.746
Funding capacity for group funding affects the retention of technical and competent staff thus impacting on the sustainability of the project	-	-	8	8.9	30	33.3	35	38.9	17	18.9	3.66	.749
Composite mean											3.41.4	
Composite SD												0.641

When respondents were asked to rate the funding arrangements indicators, 44(48.9%) respondents agree that the process and procedure of acquiring funds for affirmative action funded projects is

easy and straight forward with 4.4 mean average. 60 (66.7%) agree that lack of follow- up funding of successful projects has negatively affected sustainability of affirmative action funded projects with 4.24 mean average.60 (66.7%) agree that intermediaries that facilitate the funding process of affirmative action projects is longer and this delays the project service delivery and efficiency of the project with 4.07 mean average. 44(48.9%) agree that inadequate and/or unavailability of constant funding affects sustainability of affirmative action funded projects with 3.7 mean average.35 (38.9%) agree that funding capacity for group funding affects the retention of technical and competent staff thus impacting on the sustainability of the projects with a mean average of 3.66.

4.6 Management Capacity and sustainability affirmative action funded of project

This is the third objective of the study. The respondents were asked to give their opinion on their level of agreements or disagreements using a Likert scale of 1-5 where 1= strongly disagree, 2=disagree 3=neutral, 4=agree and 5=strongly agree. The results are presented in Table 4.6.

Table 4.6: management capacity and sustainability of affirmative action funded projects -

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
The management of affirmative action funded projects in the sub County lacks Governance competence	8	8.9	10	11.1	44	48.9	20	22.2	8	8.9	3.386	.841
People involved in project management and delivery have adequate technical competence to handle projects	5	5.6	15	16.7	36	40.0	24	26.7	10	11.1	3.333	.872
Business capacity management is a critical factor in effective project service delivery	5	5.6	10	11.1	32	35.6	33	36.7	10	11.1	3.226	1.09
Affirmative action funded projects have adequate functional support system	9	10.0	26	28.9	33	36.7	22	24.4	-	-	2.693	.858
Composite mean											3.16	
Composite SD												0.92

From Table 4.6, 44(48.9%) respondents were neutral as to whether the management of affirmative action funded projects in the sub County lacks Governance competence with 3.38 mean average. 36 (40%) respondents were neutral as to whether the people involved in project management and delivery have adequate technical competence to handle projects with 3.33 mean average. 33 (36.7%) agree that business capacity management is a critical factor in effective project service delivery with a mean of 3.22. 33(36.7%) respondents are neutral as to whether Affirmative action funded projects have adequate functional support system with a mean of 2.69. According to Eyong (2009) good management requires accountability, effectiveness and efficiency. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision making. This is summary entails the concept of planning. Thus the findings support the recommendation by Eyong.

4.7 Stakeholder involvement and sustainability of affirmative action funded projects

This is the fourth objective of the study. The respondents were asked to give their opinion on their level of agreements or disagreements using a Likert scale of 1-5 where 1= strongly disagree, 2=disagree 3=neutral, 4=agree and 5=strongly agree. The results are presented in table

Table 4.7: Stakeholder involvement and sustainability of affirmative action funded projects

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
Stakeholder analysis helps in the identification of project participants	-	-	5	5.6	13	14.4	49	54.4	23	25.6	4.066	.682
To what extent are the stakeholders involved in decision making and participation in projects including cost sharing	7	7.8	18	20.0	32	35.6	25	27.8	8	8.9	3.093	1.11
Stakeholder management is critical to the success and sustainability of the projects	8	8.9	22	24.4	35	38.9	20	22.2	5	5.6	2.773	.949
Customer relationship management is a key factor in stakeholder involvement in projects	11	12.2	59	65.6	15	16.7	5	5.6	-	-	2.240	.872
Public relations helps in the attraction and identification of the right stakeholders for the projects	13	14.4	44	48.9	23	25.6	6	6.7	4	4.4	2.180	.836
Composite mean											2.870	
Composite SD												0.890

As clearly shown in Table 4.7, 49 (54.4%) respondents agree that the Stakeholder analysis helps in the identification of project participants with 4.07 mean average. 32(35.6%) respondents are neutral as to whether stakeholders are involved in decision making and participation in projects including cost sharing with 3.093 mean average. 35 (38.9%) respondents are neutral as to whether stakeholder management is critical to the success and sustainability of the projects with 2.77 mean average. 59 (65.6%) respondents disagree that customer relationship management is a key factor in stakeholder involvement in projects with 2.24 mean average. 44(48.9%) also disagree Public relations helps in

the attraction and identification of the right stakeholders for the projects with a mean average of 2.18. This is in agreement with Kimani’s detailed case study analysis on affirmative funded projects in Embakasi where he concluded that it was only through stakeholder involvement, that meaningful development can be realized. He further stated that satisfying key stakeholder requirement is central to achieving a successful project outcome (Kimani, 2009).

Table 4.8: Sustainability of affirmative action funded projects

This is the fifth objective of the study. The respondents were asked to give their opinion on their level of agreements or disagreements using a Likert scale of 1-5 where 1= strongly disagree, 2=disagree 3=neutral, 4=agree and 5=strongly agree. The results are presented in table

Table 4.8: Sustainability of affirmative action funded projects

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	S.D
	F	%	F	%	F	%	F	%	F	%		
Delivery of adequate quality products and services has helped in sustainability of the projects	-	-	-	-	10	11.1	44	48.9	36	4.0	4.40	.567
Improved profitability of group projects has positively influenced sustainability of affirmative projects	5	5.6	15	16.7	36	40.0	24	26.7	10	11.1	3.333	.872
Sustainability of projects has been aided by stakeholders’ willingness to contribute to capital cost of projects	7	7.8	18	20.0	32	35.6	25	27.8	8	8.9	3.093	1.11
Affordable cost of service delivery has enhanced chances of sustainability of projects	5	5.6	10	11.1	32	35.6	33	36.7	10	11.1	3.226	1.09
Beneficiary and customer satisfaction has enhanced sustainability of the projects	-	-	1	1.1	30	33.3	44	48.9	15	16.7	3.706	.746
Composite mean											3.552	
Composite SD												0.877

From the Table 4.8, 44(48.9%)] agree that the delivery of adequate quality products and services has helped in sustainability of the projects with 4.5 mean averages. 36 (40.0%) respondents are neutral as to whether improved profitability of group projects has positively influenced sustainability of affirmative projects with 3.3 mean average. 32 (35.6%) respondents are neutral as to whether Sustainability of projects has been aided by stakeholders' willingness to contribute to capital cost of projects with 3.2 mean average. 33 (36.7%) respondents agree that Affordable cost of service delivery has enhanced chances of sustainability of projects with 3.2 mean average. 44(48.9%) also agree Beneficiary and customer satisfaction has enhanced sustainability of the projects with a mean average of 3.7. Affirmative action funds are opening doors for low-income individuals and rural communities to gain access to financial services and spurring innovative solutions for achieving the country's objective of financial services inclusivity (GES, 2015).

4.9 Inferential Analysis

The following regression model was applied to measure variables (capacity building, funding arrangements, management capacity and stakeholder involvement).

The regression model was as follows:

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

Where:

Y = Sustainability of affirmative action funded projects

β_0 = Constant Term

β_1 = Beta coefficients

X_1 = capacity building factors

X_2 = funding arrangements factors

X_3 = management capacity factors

X_4 = stakeholder involvement

Table 4.9 Regression Coefficient

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.123	1.214		0.735	0.001
capacity building	0.109	0.176	0.109	0.512	0.043
funding arrangements	0.106	0.192	0.019	0.147	0.031
management capacity	0.212	0.201	0.237	1.209	0.047
stakeholder involvement	0.232	0.206	0.246	1.208	0.049

b Dependent Variable: Sustainability of affirmative action funded of project

The following regression analysis was obtained:

$$Y = 1.123 + 0.109X_1 + 0.106X_2 + 0.212X_3 + 0.232X_4$$

The model illustrates that when all variables are held at zero (constant), the value of sustainability of affirmative action funded of project would be 1.123. However, holding other factors constant, a unit increase in capacity building, would lead to a 0.109 increase in sustainability of affirmative action funded of project, a unit increase in funding arrangements would lead to a 0.106 increase in dependent variable, a unit increase in management capacity would lead to 0.237 increase in dependent variable (sustainability of affirmative action funded of project) and finally a unit increase in stakeholder involvement would lead to 0.232 increase in community development. The study further shows that there is a significant relationship between sustainability of affirmative action funded of project and capacity building, funding arrangements, management capacity and stakeholder involvement with since all the significant coefficient less than 0.005 significant level.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents summary of the findings, conclusion and recommendations on factors influencing sustainability of affirmative action funded projects in Mt Elgon sub-county, Bungoma County, Kenya. The chapter has been presented as follows.

5.2 Summary of Research Findings

5.2.1 Capacity Building and sustainability of affirmative action funded projects

Findings on the influence of capacity building on sustainability of affirmative action funded projects show that, most of the the respondents agreed that they have the ability to understand their project's strategic direction for affirmative action funded projects and that they have undergone intensive training for capacity building in the affirmative action funded project to enable them is better equipped to implement and sustain the projects. The respondents also strongly agreed that they have a good understanding of resource mobilization which enables them be more effective and efficient and that human resource development programmes are undertaken in the project for capacity building which has a high influence in the sustainability of affirmative action funded projects. Also there was a moderate agreement among the respondents that they are exposed to exchange programmers and visits to other successful projects for capacity building as well as corroboration with other stakeholders.

5.2.2 Funding arrangements and sustainability of affirmative action funded projects

On the influence of funding arrangements on sustainability of affirmative action funded projects, majority of the respondents agreed that the process and procedure of acquiring funds for affirmative action funded projects is easy and straight forward and that there is lack of follow-up funding of successful projects which has negatively affected sustainability of affirmative action funded projects. The findings also show that most of the respondent agreed that intermediaries that facilitate the funding process of affirmative action projects is longer and this delays the project service delivery and efficiency of the project. They also agreed that inadequate and/or unavailability of constant funding affects sustainability of affirmative action funded projects and that funding capacity for group funding affects the retention of technical and competent staff thus impacting on the sustainability of the projects.

5.2.3 Management Capacity and Sustainability of Affirmative Action Funded Projects

On the influence of management capacity on sustainability of affirmative action funded projects, the study revealed that most of the respondents were neutral as to whether the management of affirmative action funded projects in the sub County lacks Governance competence. Further the respondents were neutral as to whether people involved in project management and delivery have adequate technical competence to handle projects. The findings also show that most of the respondents agreed that business capacity management is a critical factor in effective project service delivery, respondents are neutral as to whether affirmative action funded projects have adequate functional support system.

5.2.4 Stakeholder Involvement and Sustainability of Affirmative Action Funded Projects

The study established that most of the respondents agree that the Stakeholder analysis helps in the identification of project participants. Majority of the respondents were neutral as to whether stakeholders are involved in decision making and participation in projects including cost sharing. The findings further show that the respondents are neutral as to whether stakeholder management is critical to the success and sustainability of the projects, they also disagreed that customer relationship management is a key factor in stakeholder involvement in projects. Finally the results show that most of the respondents disagreed that public relations helps in the attraction and identification of the right stakeholders for the projects.

5.2.5 Sustainability of Affirmative Action Programmes

The study found that most of the respondents agreed that the delivery of adequate quality products and services has helped in sustainability of the projects. At the same time, the respondents were neutral as to whether improved profitability of group projects has positively influenced sustainability of affirmative projects. Further the respondents were neutral as to whether sustainability of projects has been aided by stakeholders' willingness to contribute to capital cost of projects. The findings also show that the respondents agreed that affordable cost of service delivery has enhanced chances of sustainability of projects. There was also agreement that beneficiary and customer satisfaction has enhanced sustainability of the projects. Finally the study shows that affirmative action funds are opening doors for low-income individuals and rural communities to gain access to financial services and spurring innovative solutions for achieving the country's objective of financial services inclusivity.

5.4 Conclusions of the Study

From the study, capacity building influences sustainability of affirmative action funded projects by giving the beneficiaries the chance to understand their project's strategic direction, provision of intensive training for capacity building on the project to enable them to be better equipped to implement and sustain the projects, making them have a good understanding of resource mobilization which enables them be more effective and efficient, taking them through human resource development programmes and exposing them to exchange programmers and visits to other successful projects for capacity building as well as corroboration with other stakeholders.

Funding arrangements affects sustainability of affirmative action funded projects through ensuring that the process and procedure of acquiring funds for affirmative action funded projects is easy and straight forward, promoting the follow- up process for funding of successful projects which if not can negatively affect the projects, reducing on the intermediaries that facilitate the funding process of affirmative action projects which may sometimes be longer and could delay the project service delivery and efficiency of the project, that inadequate and/or unavailability of constant funding affects sustainability of affirmative action funded projects and the funding capacity for group funding which greatly affects the retention of technical and competent staff thus impacting on the sustainability of the projects.

Management capacity affects sustainability of affirmative action funded projects. The management of affirmative action funded projects in the sub County may lack Governance competence, people who are involved in project management and delivery may have inadequate technical competence to handle projects, business capacity management is a critical factor in effective project service delivery and affirmative action funded projects have adequate functional support system.

The aspects of stakeholder involvement and sustainability of affirmative action funded projects are that stakeholder analysis helps in the identification of project participants, they are involved in decision making and participation in projects including cost sharing, stakeholder management is critical to the success and sustainability of the projects, customer relationship management is a key factor in stakeholder involvement in projects and the fact that public relations helps in the attraction and identification of the right stakeholders for the projects.

The study shows that there has been various means of ensuring sustainability of affirmative action funded projects, that is, through the delivery of adequate quality products and services has helped in sustainability of the projects, improved profitability of group projects has positively influenced sustainability of affirmative projects, the sustainability of projects have been aided by stakeholders' willingness to contribute to capital cost of projects, that affordable cost of service delivery has enhanced chances of sustainability of projects and that affirmative action funds are opening doors for low-income individuals and rural communities to gain access to financial services and spurring innovative solutions for achieving the country's objective of financial services inclusivity.

5.5 Recommendations

Based on the findings the researcher made the following recommendations of the study.

- i. There is a need to create awareness to the project members on general issues concerning capacity building aspects in the implementation of affirmative action projects. Project vision and mission should be the fore front and an integral part of the awareness process.
- ii. The managers and the rest of the project team should be involved in the determination of the strategic direction of the affirmative action funded projects.
- iii. Project management stakeholders should be trained on all aspects of project management, for instance, financial management, procurement, operations, tariff setting and record keeping for them to be fully involved in the implementation of the affirmative action funded projects.
- iv. For effective sustainability of the projects, there is need for provision of adequate financial resources and governance capacity to the management.

5.6 Suggestions for Further Studies

Based on the study findings, the following areas are recommended for further studies:

- i. A similar study on the factors influencing sustainability of affirmative action funded projects should be done in other counties in Kenya for comparison purposes and to allow for generalization of findings.
- ii. The challenges facing the sustainability of affirmative action funded projects in Kenya.
- iii. The role of women in enhancing the sustainability of affirmative action funded projects in Kenya.

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APPENDICES

Appendix I: Letter of Transmittal of Data Collection Instruments

Philomenah Kapkory
University of Nairobi,
P.O. Box 1060 -0200, Nairobi, Kenya

29th October, 2018

Dear Sir/Madam,

Re: Request for Data

I am a Masters of Arts degree student in Project Planning and Management from the University of Nairobi. I am undertaking a research entitled “Influence of Implementation Approaches on Sustainability of Affirmative Action Fund Projects in Mt Elgon Sub County, Bungoma County, Kenya”. You have been identified to participate in this study as one of the respondents. You are therefore requested to voluntarily fill the attached questionnaire. I guarantee you that any information you provide will be held in confidence and shall only be utilized for the academic purposes only.

This information is sought for academic purposes only.

For any queries or clarification kindly contact the undersigned

Yours Faithfully,

Philomenah Kapkory,
L50/82697/2015
Mobile: 0722863000

**Appendix II: Questionnaire for the Women Groups, Youth Groups and Sub County
Committee**

Please answer all the questions objectively and as honestly as possible.

Part A - Demographic Information

1. Select your appropriate gender
Male Female
2. Select your age bracket (years)
20-29 30-39 40-49 50-56 above 60
3. Select your marital status
Single Married Divorced Widowed
4. Select your highest level of education attainment
Primary Secondary Technical or vocational University or college
5. For how long have you been in this group?
0-1years 1 – 2 years 3 – 4 years
6. What is the nature of this organization?
CBO Committee Youth Group

Part B: Capacity Building and Sustainability of Affirmative Action Funded Projects.

This section covers the first objective of the study that seeks for information based on how capacity building influence sustainability of affirmative action funded projects. You are required to give your opinion on the level of agreement or disagreement with the statements in the table below using a Likert scale of 1 -5 where: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SN	Statements	1	2	3	4	5
B1	How do you rate your ability to understand your project's strategic direction?					
B2	I have undergone intensive training for capacity building in the project					
B3	I have a good understanding of resource mobilization					
B4	Human resource development programmes are undertaken in the project for capacity building					
B5	I have been exposed to exchange programmes and visits to other successful projects for capacity building as well as corroboration with other stakeholders					

Part C: Funding Arrangements and Sustainability Affirmative Action Funded Projects.

This section covers the second objective of the study that seeks for information based on how funding arrangements influence sustainability of affirmative action funded projects. You are required to give your opinion on the level of agreement or disagreement with the statements in the table below using a Likert scale of 1 -5 where: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SN	Statements	1	2	3	4	5
C1	The process and procedure of acquiring funds for affirmative action funded projects is easy and straight forward					
C2	Lack of follow up funding of successful projects has negatively affected sustainability of affirmative action funded projects					
C3	Intermediaries that facilitate the funding process of affirmative action projects is longer and this delays the project service delivery					
C4	Inadequate and/or unavailability of constant funding affects sustainability of affirmative action funded projects					
C5	Funding capacity for group funding affects the retention of technical and competent staff thus impacting on the sustainability of the project					

Part D: Management Capacity and Sustainability of Affirmative Action Funded Projects.

This section covers the third objective of the study that seeks for information based on how management capacity influence sustainability of affirmative action funded projects. You are required to give your opinion on the level of agreement or disagreement with the statements in the table below using a Likert scale of 1 -5 where: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SN	Statements	1	2	3	4	5
D1	The management of affirmative action funded projects in the sub County lacks Governance competence					
D2	People involved in project management and delivery have adequate technical competence to handle projects					
D3	Business capacity management is a critical factor in effective project service delivery					
D4	Affirmative action funded projects have adequate functional support system					
D5	In your opinion, do the leaders involved in group project management have adequate resource management skills					

Part E: Stakeholder Involvement and Sustainability of Affirmative Action Funded Projects.

This section covers the fourth objective of the study that seeks for information based on how stakeholder involvement influence sustainability of affirmative action funded projects. You are required to give your opinion on the level of agreement or disagreement with the statements in the table below using a Likert scale of 1 -5 where: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SN	Statements	1	2	3	4	5
E1	Stakeholder analysis helps in the identification of project participants					
E2	To what extent are the stakeholders involved in decision making and participation in projects including cost sharing?					
E3	Stakeholder management is critical to the success and sustainability of the projects					
E4	Customer relationship management is a key factor in stakeholder involvement in projects					
E5	Public relations helps in the attraction and identification of the right stakeholders for the projects					

Part F: Sustainability of Affirmative Action Funded Projects

This section covers sustainability of affirmative action funded projects. You are required to give your opinion on the level of agreement or disagreement with the statements in the table below using a Likert scale of 1 -5 where: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SN	Statements	1	2	3	4	5
F1	Delivery of adequate quality products and services has helped in sustainability of the projects					
F2	Improved profitability of group projects has positively influenced sustainability of affirmative projects					
F3	Sustainability of projects has been aided by stakeholders' willingness to contribute to capital cost of projects					
F4	Affordable cost of service delivery has enhanced chances of sustainability of projects					
F5	Beneficiary and customer satisfaction has enhanced sustainability of the projects					

Appendix III: Interview Guide for Community Leaders

1. How has capacity building enhanced successful outcomes and sustainability of affirmative action projects?
2. In your opinion, do you think that funding arrangements on the affirmative action funded projects has impacted positively on the lives of the beneficiaries?
3. Management capacity plays a key role in successful implementation of projects. In relation to this statement, do you think that the affirmative action funded projects in the sub-county have achieved their goals?
4. Of what importance do you think stakeholder involvement is to the acceptability and sustainability of affirmative action funded projects in the sub-county?
5. What role have the beneficiaries and community leaders played in ensuring sustainability in affirmative action funded projects?

Appendix IV: Table for Determining Sample Sizes

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
 "S" is sample size.

Source: *Krejcie & Morgan, 1970*

Appendix V: University Authorization Letter



UNIVERSITY OF NAIROBI
OPEN, DISTANCE AND e-LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
NAIROBI LEARNING CAMPUS

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

REF: UON/ODEL/NLC/29/445

12th November, 2018


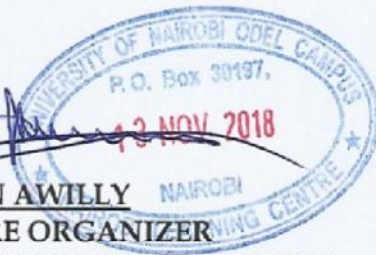
TO WHOM IT MAY CONCERN

RE: PHILOMENA KAPKORY - REG NO: L50/82697/2015

This is to confirm that the above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Masters of Art in Project Planning and Management.

She is proceeding for research entitled "Factors Influencing Sustainability of Affirmative Action Funded Projects in Mt Elgon Sub-County, Bungoma County, Kenya."

Any assistance given to him will be highly appreciated.



CAREN AWILLY NAIROBI
CENTRE ORGANIZER
NAIROBI LEARNING CENTRE

Appendix VI: Research Permit

KCB BANK

CREDIT ADVICE
CASH DEPOSIT

KCB UNIVERSITY WAY
Account AT KCB KIPANDE HOUSE

ACCOUNT DETAILS
A/C NO: 1104162547
A/C REF: 005241970364
NAT COMM FOR SCI ,TECH AND INNOV
Current Account - Bundled

We have credited your above account with
Kenya Shillings ONE THOUSAND ONLY

CASH PAID IN BY: PHILOMENA CHEBETIBIN BINEAH

Signature :

Transaction Number: TT18325XXFW6 at 10:23:23 On 21/11/2018

Thank you for banking with us. You were served by: BARASA ABEDNEGO MUKHWAMI

*** Advice not valid unless Transaction Number is shown ***

(Circular Stamp: KCB BANK KENYA LTD. TELER 12 NOV 17 10:23:23 USER 017 UNIVERSITY WAY)

PAP1064, Branch Version TT1 (Revised Jan-2017)