

**INFLUENCE OF NON GOVERNMENTAL
ORGANISATIONS ACTIVITIES ON SUSTAINABILITY OF
COMMUNITY PEACE PROJECTS IN UASIN-GISHU
COUNTY, KENYA**

BY

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**A Research Project Report Submitted in Partial Fulfilment of the Requirements for
the Award of the Degree of Master of Arts in Project Planning and Management,
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DECLARATION

This research project is my original work and has not been presented to any university or institution.

Signature

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This research project has been submitted for examination with my approval as the university supervisor

Signature

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DEDICATION

This Research project is dedicated my family members for the encouragement and ample time they gave me while I was working on this project. May God bless you abundantly.

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Fig 2.1 Conceptual Framework

ABBREVIATIONS AND ACRONYMS

NGO Non-Governmental Organizations

ICT4D ICT for Development

USAID United States Agency for International Development

ABSTRACT

Project sustainability has been a great hindrance to the social-economic development of a community. The main reason as to why this has been the case is the failure by the project implementing organizations to consider putting more efforts on building their capacities on how projects need to be sustained beyond donor funding. The common practice has been that they implement projects as per their work plans with a sole intention to fulfil their donors' requirements. In Nongovernmental organizations (NGOs), project sustainability has been a perennial challenge since less efforts are channelled towards important NGOs activities such as trainings offered to the project staff, project fundraising activities, sustainability planning processes and project monitoring by the NGOs. The study therefore looked into the influence of non-governmental organizations activities on sustainability of community projects in Uasin-Gishu County. The main objectives of this study were; to establish how staff trainings offered by NGOs influence sustainability of community projects; to determine how project fundraising by NGOs influence sustainability of community projects; to establish how project monitoring by NGOs influence Sustainability of Community projects in Uasin-Gishu county. The study was based on the Sustainable development theory which was advanced by World Commission on Environment and Development. Descriptive survey design was the research design used for this study. The study targeted a total population of 125 and it derived a sample size of 112 which was determined using krejcie and Morgan table of individuals where by 48 of them were project managers, 32, were project staff and another 32 being sub county peace committees . Stratified random sampling procedure was used to get information from informants such as the project managers, volunteers and staff. Questionnaires and interview schedules were used to gather the necessary data for this study. Research instruments were tested for reliability and validity before the data was collected. Data in this study was analyzed descriptively using mean and standard deviation with the help of Statistical Package for Social Science (SPSS) and then presented in tables. From the objectives the findings were that staff training had some influence on the sustainability of community projects with a mean of 3.56 and a standard deviation of 0.89. Project fundraising had a very significant influence on sustainability of community projects with all NGO's with a mean of 5.00 and standard deviation of 0.00 alluding that the donor funding they get for their projects were not enough. On the influence of sustainability planning process, minority of respondents agreed that they had a sustainability working team in place with a mean of 1.34. On influence of monitoring on sustainability of community projects, most NGOs staff agreed with a mean of 4.56 that they do monitoring of their projects for sustainability purposes. However, the same NGO's happened that they don't usually involve the community as expressed by a mean of 2.74. The research recommends that NGOs should budget and allocate financial resources earmarked for staff training, NGO's must diversify their sources of income and look for ways of fundraising internally, NGOs should embark on sustainability planning processes and finally NGO's should enhance community participation in their project monitoring. The study recommended that a research should be carried out to establish the influence of donor funding on NGO's consortiums formation in Kenya and secondly a study should be conducted on the level of Influence of county government development agenda on the sustainability of Non governmental Organizations community projects

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Non-Governmental Organizations (NGOs) are generally thought to have come into existence during the industrialized European countries and in the United States of America around the mid-nineteenth century (Wango, 2008; Willetts, 2002). The term came into use in 1945 by UN to differentiate in its Charter between participation rights for intergovernmental specialized agencies and those for international private organizations (Willetts, 2002; Mostashari, 2005). NGO can refer to any organization provided that they only have to be independent from government control, not seeking to challenge governments either as a political party or by a narrow focus on human rights, non-profit-making and non-criminal. The non-profit-making qualifier is an important attribute of NGOs. For NGOs to adequately sustain their projects, they need to build their capacities on certain areas such as staff development, community participation strategies, fundraising and monitoring and evaluation of community projects, Literacy Watch Bulletin (2001). The study indicates for example that Project Staff need to understand their responsibilities better vis-a-vis their beneficiaries, Literacy Watch Bulletin (2001).

Development efforts can be more effective if they are run and managed by trained personnel who understand the process of planning, management including decision making, communication and human relation skills, Literacy Watch Bulletin (2001). Charles Abrams (1975) observes that For community projects to be sustainable, NGOs must engage in a number of capacity building activities that enhances sustainability of community projects for example involving the people through .Community participation. According to Ditshwanelo et al,(2004); they observed that a major factor impacting the effective management and sustainability of community projects is funding activities.

Most NGOs depend on donor funding especially from external sources and once the donors pull out their financial support, the NGOs and their projects collapse. Other Studies have indicated that effective monitoring of community development projects can improve management, accountability, participation, trust, learning, and efficiency and development impacts (Gorgenset al2005). Monitoring is a vital tool of management in any development project. It starts right from the planning stage of the project cycle

(Khan, 2003). It is important for any project aimed at addressing development issues to have an effective monitoring system to ensure efficient delivery of services with intended outcome and sustainability of the project benefits, and policy implementation leading to the envisioned change (Khan, 2003). In his studies for the world Bank, Michael(1990) observed that the experience of developing Asian countries shows that the issue of sustainability has not been given enough attention.

In a study carried out in Ghana by Ernest and Edmund(2012), they found out that the number and competence of NGOs human resource are satisfactory. However, the key human resource factors that were found to be critical to the survival of the NGOs projects were leadership issues. These include managers instilling a spirit of team work and cooperation among the staff, and leading by example. Kusi-Appiah (2006) and VanSant (2003) also agrees that managerial leadership holds the key to the success and survival of NGOs projects of today in America. Other key human resource capacity factors that emerged from the study were that the NGOs had adequate staff with managerial and technical skills and good in-services training plan for staff development. From another perspective, Harris, (1989) observed that NGOs board members in Ghana, often lacked the time or the expertise to be able to carry out responsibilities effectively.

In Kenya, NGOs were found to be weak at staff career development, staffing issues covering recruitment, assignment and layoff as well as human resources development and administration as well as everyday management of staff (Mukasa, 2002). Not all people working for NGOs are volunteers and paid staff members typically receive lower pay than in the commercial private sector, they have little organizational and professional skills, and the poor quality of training or lack of importance attached to training NGO workers are on the most concerns of NGOs sustainability work (Mukasa, 2002). Most commonly identified project sustainability activities for NGOs include; Fundraising, limited financial and management expertise, limited institutional capacity, low levels of self-sustainability, and lack of understanding of the broader social or economic context (Mukasa, 2002)

Though rapidly expanded, Taylor and Clarke (2008), asserts that a lot of funding is being channelled to programs and projects in Africa, and most critical reviews of capacity development practice find that many projects are poorly grounded in theory and lack consistent conceptual frameworks. The World Bank Institute (2006) says that most NGOs

in Africa capacity development remain fragmented, making it difficult to capture cross-sectoral influences and to draw general conclusions. Many NGOs capacity development activities in Africa are not founded on rigorous needs assessments and do not include appropriate sequencing of measures aimed at institutional or organizational change and individual skill building. The bank says that what is needed is a more comprehensive and sustained approach, one that builds a permanent capacity to manage sectors and deliver services.

In Kenya, NGOs face a myriad of challenges that affect the way they sustain their community projects. Some of the issues they confront include restrictive laws, political interference, a lack of tax benefits such as tax exemptions on earned income, corruption, media censorship, and underdeveloped corporate philanthropy and public funding mechanisms. (USAID 2009). One of the important reasons for lower level of performance of the NGOs in Kenya is because of Low level of capacities of the NGOs. The NGOs have a plenty of people with volunteers spirit and willingness to work among the disadvantaged population in difficult situations. But a large numbers of NGOs do not have competencies and capacities to deliver program, undertake planning and management of the program, mobilization of local resources and their management, monitoring and evaluation etc. Because of lack of such competencies, most of the NGOs face questions about their sustainability and viability. (NRC 2001)

The aim of NGOs is to promote sustainable community development through activities that promote capacity building and self-reliance. Langran (2002), has mentioned that NGOs through capacity building activities can help to sustain community development. NGOs are often created in order to expand the capacities of people (Korten 1990). Furthermore, NGOs are praised for promoting community self-reliance and empowerment through supporting community-based groups and relying on participatory processes (Korten 1990) In UasinGishu County, very scanty literature is available on the influence of NGOs activities on capacity building on the sustainability of the community based projects. Most studies such as one done by walter Ogola (2015) only looks at factors influencing sustainability of solid waste Management program and not how organizations activities on capacities building has a direct influence on sustainability of projects as a whole while Njugunaharun (2014) researched on factors influencing sustainability of water and sanitation projects beyond donor support in Laikipia County. It is against this background that this study looks at influence of Non

governmental organizations activities on capacity building for sustainability of community projects in Uasin Gishu county.

1.2 Statement of the Problem

Despite the role of non-governmental organisations (NGOs) as actors in development, the issue of NGOs' funded community projects sustainability remains a major concern in many developing countries Ernest and Nkrumah, (2012). In Africa, studies have indicated that most NGOs funded projects are not sustainable due to a number of capacity challenges experienced by the NGOs and the beneficiary community. In Africa, most developing countries such as Ghana, NGOs have been associated with several weaknesses including lack of experienced manpower, limited financial assistance, Lack of community engagement on development processes, having short range objectives, yielding to political influences and corruption. In Kenya, for instance, it is evident that not all NGOs have the time and expertise to efficiently manage all their programmes, or even to ensure full involvement of communities. Some NGOs lack the much needed financial resources to sustain their projects while others have the funding yet they can't sustain their community projects. Such perceived weaknesses, present a major threat to sustainability of many community based projects in Kenya.

Though some related studies have been done especially on factors affecting organizational sustainability and factors affecting sustainability of community projects, no research has been done on the influence of NGOs activities on sustainability of community projects in Uasin-Gishu county.

1.3 Purpose of the study

The purpose of the study was to establish the influence of nongovernmental organisations activities on sustainability of community peace projects in uasin-gishu county, kenya

1.4 Objectives of the Study

The Study was guided by the following objectives

1. To establish how staff trainings as an NGO activity influence sustainability of community peace projects in Uasin-Gishu county.
2. To determine how project fundraising as an NGO activity influence sustainability of community peace projects in Uasin-Gishu county
3. To establish how sustainability planning process as an NGO activity influence sustainability of community peace projects in Uasin-Gishu County
4. To determine how project monitoring as an NGO activity influence Sustainability of Community peace projects Uasin-Gishu County

1.5 Research questions

The study sought to answer the following research questions

1. How does staff trainings conducted by NGOs influence the sustainability of community peace projects in Uasin-Gishu County?
2. How does fundraising activities for projects influence sustainability of community peace projects in Uasin-Gishu County?
3. How does sustainability planning process by NGOs influence sustainability of community peace projects?
4. How does project monitoring by NGOs influence the sustainability of community peace projects?

1.6 Significance of the Study

It is hoped that the findings of this study will help identify the reasons for the collapse of many community projects in Kenya and most particularly those within Uasin Gishu county. It is hoped that the study has come out with appropriate recommendations on how project sustainability can be practised by NGOs in Kenya. The study hopes that the findings and recommendations in this study will serve as a spring board to generate interest for further research into other organizational challenges facing local NGOs in Kenya in their quest to sustain their projects. This stems from the fact that development challenge is a multifaceted phenomenon and no one research is capable of addressing it in full. From academic viewpoint, the research work may be of great benefit to various

levels of educational institutions within and outside the country, especially the universities as reference material for further studies and research work on NGOs capacity building areas and sustainability of their projects and programs. The findings of the study shall therefore be put at the disposal of students and other researchers in development work for reference purposes, hence it will add to the body of knowledge.

1.7 Limitations of the research study

The researcher anticipated grappling with financial constraints while he traversing the entire Uasin Gishu county looking for relevant interviewees. However, the researcher overcame this challenge by relying on volunteers. The other challenge was that program volunteers to be interviewed were feared to answer authoritatively some of the questions that touches on their organizations or failure by their managers. This challenge was mitigated by clearly explaining the role of the research to the volunteers .

1.8 Delimitations of the Study

The respondents for the study involved organizational staff from several NGO's within Uasin Gishu County and community representatives from the sub county peace committees. Also other organizational factors such as quality of material resources, leadership, development of needs-based and demand-driven programmes, and the aspect of effective management and operations of NGOs were not looked at.

1.9 Assumptions of the Study

1. It is hoped that the respondents will provide unbiased responses on the influence of NGOs activities on sustainability of community peace projects.
2. It is hoped that the respondents will elicit all the necessary information on the influence of NGOs activities on sustainability of community peace projects requested by the researcher.

1.10 Definition of significant terms:

Non-Governmental Organization (NGO): Refers to any organization registered in Kenya provided that they only have to be independent from government control, not seeking to challenge governments either as a political party or by a narrow focus on human rights, non-profit-making and non-criminal.

NGO's activities: In this context, NGO's activities refers to the day to day tasks by NGO's that aims at sustaining the organizational projects

Staff Training by NGO's: Staff training refers to either organized activity for increasing the technical skills of the employees to enable them to do particular jobs efficiently or on the job acquisition of knowledge and skills.

Sustainability of Community peace projects: This refers to the ability of the peace projects to continue operating even after the donor funding has stopped.

Fundraising activities: Refers to continuous provision of funds to the project till the project comes to an end ready to continue on its own.

Project Monitoring: Is defined as a continuous activity carried out by NGOs that aims primarily to provide the management and main stakeholders of an ongoing intervention of the project with early indications of progress, or lack thereof, in the achievement of results, for purposes of bringing out areas of improvement

NGO's Sustainability planning process: This is a deliberate effort by NGO to lay down a plan on how they will manage the continuity of their projects

1.11 Organization of the Study

Chapter one has introduced the background information to the problem, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, delimitation of the study, and operational definition of significant terms on the influence of capacity building of NGOs on the sustainability of community based programs. Chapter two presents the review of literature on various journals, articles and books written by other scholars for purposes of creating a concrete background for the study. Chapter three presents research design and methodological procedures. It also describes in detail, target population, sample, sampling procedure and data collection instruments. Chapter four contains data analysis, presentation and interpretation while chapter five provides a summary of findings, discussion, conclusions and recommendations. Finally, there is a list of references and appendices sections.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an account of the literature reviewed on the influence of non-governmental organizations activities on capacity building for sustainability of community based projects. The literature reviewed presents the various activities done by NGOs on capacity building and also how these activities have a direct effect on the sustainability of community based projects. The literature will look into how staff trainings, Project funding, community involvement and how monitoring and evaluation by NGOs influence sustainability of community projects around the world and in Africa will be discussed. Community involvement by NGOs influence sustainability of community projects? The reviewed literature is mainly from secondary sources, policy documents, articles, journals, organizational bulletins, research papers and published documents.

2.2 Staff Training and sustainability of NGOs community peace projects

NGOs usually employ two types of staff in the form of paid and unpaid staff popularly called volunteers (Mukasa2010). The NGO literature has highlighted that NGOs attract people with a high commitment to the organisation's principles and aims (Korten, 1990). His studies were supported by Smillie(1995b). These people are also said to have high expectations of being involved in the decision-making processes of the organisation (Hodson, 1992). The literature however is short of making a clear distinction between paid and unpaid staff. Despite their arguments above, they have not elaborated at what level should both volunteers and staff get involved in the decision making processes of the organization.

The US non-profit and UK charity literature on examining what motivates people to join organisations as volunteers reaches different conclusions as observed by Harris, (1987) and supported by Pearce (1993). They conclude that very rarely were the reasons altruistic. Rather they were often self-serving. Examples were the need for experience, the need to gain new skills and the need for contacts. Often volunteers viewed their involvement in these groups and organisations as something they did in their leisure time (Pearce, 1993). As a result they were very reluctant to be involved in the decision-making process as they were unwilling to take on the responsibility that came with it

(Harris, 1995). This made them extremely difficult to manage and the relations between paid staff and volunteers were often a source of tension (Harris, 1995). Similar tensions have been highlighted in relations between expatriate volunteers and paid staff especially in situations where they worked on the same projects (Suzuki, 1998).

Mukasa (2010) citing Edwards (1996), observes that a comparative study of a number of Save the Children's local partners in South Asia, concluded that those partners who used 'outsiders' to run programmes were on the whole less successful than those who used local staff. Local staff, he concluded were better at making linkages with grassroots beneficiaries and the organisations experienced fewer tensions between 'insiders' and 'outsiders' (1996). The literature points to the fact that it cannot be taken for granted that all who join NGOs are there for altruistic reasons. The complex and multifaceted motivational issues of these and other staff need to be clearly understood if they are to be effectively managed (Pearce, 1993). Mukasa and Edwards leaves out the possibility of expatriates training local staff on program work.

While dismissing the employment of expatriates as opposed to locals, Dichter (1986) brings out another term he calls 'moral' argument. This argument asserts that country nationals are the best to run country programmes and that it is the best way to ensure long-term effectiveness and sustainable development. In addition, some are concerned that the use of expatriates takes away much needed work from qualified workers thus weakening rather than building local capacities (MS, 1992).

In their report, MS (1992) found that in cases where they were supposed to be transferring skills, the expatriates rarely worked on this basis. Instead they worked on a management basis which meant in practise that they retained overall control, rarely devolving it to locals. Also, anxious to create a good impression at home in the short time they had abroad, expatriates worked on short term projects which were not sustainable once they had left.

Despite the above arguments, other researchers have justified why expatriates are justified and why they are less justified. Fowler (1997) divides the reasons for expatriate staff into justifiable and 'less justifiable' categories. Amongst the justifiable reasons are when skills are not available locally. Dichter (1986) argues that whilst it may have been the case that local skills were not available a few years ago, it is no longer a reasonable

argument to make. Rather, it is a weakness on the part of the NGOs recruitment methods that fails to identify local skills.

According to a study conducted by Norwegian Refugee Council (2001), The capacity building programs should include management training of key decision makers of NGOs who tend to be more activists than managers, building the capacity of management and other staff by assisting them to acquire organizational, management and behavioural skills so that they can produce an interesting combination of home grown activism and modern management technique that would help them to achieve better results. It is necessary to assist them to learn taking initiatives to respond to the emerging needs of the communities they serve. In addition, the staffs need to understand their responsibilities better vis-a-vis their beneficiaries (NRC 2001). The above views are in agreement with a report on Sustainability Index of NGOs, USAID (2009) which reports that NGOs are essentially “one-man shows,” completely dependent upon the personality of one or two major figures. They often split apart due to personality clashes. It goes ahead to establish that NGOs lack a clearly defined sense of mission. At this stage, NGOs reflect little or no understanding of strategic planning or program formulation. Organizations rarely have a board of directors, by-laws, staff, or more than a handful of active members. NGOs have no understanding of the value or need of developing local constituencies for their work (USAID,2009)

Billis and MacKeith (1992) observe that NGOs were found to be weak at staff career development. Often organisations lacked a career structure in which staff could develop. In addition they were not good at budgeting for staff training Stark Biddle, (1984). In some situations organisations were expanding rapidly, creating problems for many who were unable to keep up with the demands of their work (Billis andMacKeith, 1992).

A second justifiable reason Fowler (1997) identifies is the case in which there is a need to build the confidence of the donor in the short term. To this list, he adds cases in which there is a need for mutual learning and the breakdown of stereotypes. Other justifiable reasons are when comparative experience is needed and expatriates can reduce learning time and finally when there is ‘a recognised, valid need for the challenging inputs that expatriates can bring. Dichter (1986) also makes the point that at the formative stage of a project; it is useful to have someone who really knows the organisation well and that expatriates fill this requirement.

Fowler (1997) while identifying a number of less justifiable reasons for the use of expatriates, he says that whilst being problematic, amongst them are, that expatriates act as impartial gatekeepers for resources meaning that they are independent from the 'corrupting' influences that local staff are. Expatriates are also seen to be better able to ensure that organisational concerns are met, cross country consistency with organisational aims and the promotion of the organisation's national identity which he describes as a donor motive. However, Mukasa, (2002) notes that the high turnover of expatriate staff contributed significantly to the lack of cohesion among project activities and to the ad hoc expansion of the programme.

Lekorwe and Mpabanga, (2007, cited in Ernest L. *et al.*, 2012) observes that NGOs in Africa, generally, depend on voluntary staff to run their activities and programmes, and therefore, do not have control over the quality of the staff they recruit). They argued that lack of well trained and experienced staff limit the extent to which NGOs can manage their daily affairs and their capacity to effectively plan, appraise, implement and monitor their activities. Their studies supports what Atiti (2006) identifies that qualified and motivated staff are one of the pillars for a sustainable organisation. Same sentiments were observed by Thomas and Thomas (2000) who argued the need for career planning and training for NGOs personnel as essential for improving NGO sustainability. Mukasa,(2002 cited in Ali A. Bromideh 2011) notes that not all people working for NGOs are volunteers and paid staff members typically receive lower pay than in the commercial private sector, they have little organizational and professional skills, and the poor quality of training or lack of importance attached to training NGO workers are on the most concerns of NGOs.

While connecting staff training to sustainability of community programs, ICT for Development (ICT4D) Sanner, &Saebo, (2014) establishes that across focus areas such as telecenters, education, agriculture, and health care, sustainability refers to an ICT4D intervention's ability to work in practice, over time, in a given setting. Simply put, Many ICT4D interventions in health information systems have been deemed unsustainable (Braa, Monteiro&Sahay, 2004) Their observations are supported by Heeks, (2006), and Littlejohns, Wyatt &Garvican,(2003). Due to underdeveloped infrastructure Gordon & Hinson, (2007), establishes that limited duration of donors' financial support, and technical bias of lack of alignment of interests and responsibilities among stakeholders is a major contributor to project failure. This is supported by Kimaro&Nhampossa,

(2005), Lucas, (2008) and Sanner, Roland & Braa, (2012) According to UNDP (2000), refresher training programmes are crucial to staff performance, and of course, organisational and programs sustainability.

From the Literature, we note arguments saying that staff and volunteers join organizations for personal motives such as gaining experience. It is also noted that most organizations employ expatriates as opposed to the locals to manage programs at the country level. The literature is short of how CBOs recruit their staff. There is also a mention that most NGOs don't invest in the training of their staff but they concentrate on employing already "skilled staff". There is however a literature gap on how training of either staff or volunteers directly influences the program sustainability. Literature studied also lacks a local example suited for Uasin-Gishu county NGOs, where it is not known whether majority of the staff are locals or expatriates. The studies above are also not explicit on whether community programs run by trained local Kenyans who are not necessarily from the same geographical location are sustainable or not hence the need for this study.

2.3 Fundraising activity and sustainability of NGOs community peace projects

Despite the vast differences among the world's non-governmental organizations (NGOs), most share a common dilemma: Lack of funds limits the quantity and/ or quality of the important work they do. Unlimited needs chasing limited resources is a fundamental fact of economic life in rich countries and in poor countries (Mechai and Jonathan, 2001)

To appreciate the challenges of financial sustainability it is necessary to understand the potential sources of revenue for the NGO sector (More 2005). While there is, of course, tremendous variation in the sources of NGO revenue among countries and NGOs within any sector, there are at the same time identifiable trends of NGO financing. In their study of East African local NGOs, Semboja and Therkildsen (2005 cited in Barr et al., 2005), found that much local NGO funding comes from international donors. Hulme and Edwards (2001 cited in Barr et al., 2005) also emphasize the role of international donors in local NGO funding.

Lee (2001) also revealed that there are three sectors from which NGOs can derive their resources. These are the private sector, the general public and government/public sector. Resources from each of these sectors can originate from both external sources (i.e. international) and local (i.e. domestic or municipal public and private donors). More

(2005) in a similar vein indicates that NGO revenue falls within three broad categories. They include government funding, private giving and self-generated income.

Salamon and Anheier (1996 cited in Barr et al., 2005) found out that NGO funding comes from three main sources. These are the private sector, public sector and self-generating income. The authors found that 10 per-cent of the Local NGOs funding come from private charitable giving; 43 per-cent come from government support and public sector payments, including grants and contracts and 47 per-cent come from private fees and payments, often originating in the sale of services or products. According to the authors, reliance on private fees moves the organizations away from their charitable roots and puts them in direct competition with private businesses. In 2003, the John Hopkins University Comparative Non-profit Sector Proposal (cited in More 2005, p. 2) published a comparative analysis on global civil society based on research in 35 countries, on the sources of NGO's income. It revealed that: Self-generated income was the dominant source of revenue for NGOs accounting for 43 per-cent of local NGOs total income; Private giving ,that is, individual, corporate and foundation-based accounting for 30 per-cent; and Government or public sector support also ranks as a significant source of NGO income constituting 27 per-cent.

In some countries, the local governments are a major source of funding as they have different community welfare and development schemes which NGOs can apply and raise resources and implement proposals. The public sector provides various types of subsidies to non-governmental organizations (NGOs). Government funding includes a broad range of direct and indirect support. The UNDP (1993 cited in Lotsmart 2007) noted that one-third of NGOs funding come from governments through varied degrees such as subsidies, government grants, and contracting. Exemptions from taxation can be considered a government subsidy. During the last term of Clinton (United States President, 1993 -2000) administration for example, the White House support to NGOs increased from 13 per-cent to 50 per-cent through USAID assistance. In addition, most embassies of developed countries residing in the developing countries fund local NGOs (Lotsmart, 2007).

Barr et al., (2005) in their study of local NGOs in Uganda identified that the NGO sector grants received from international NGOs accounted for nearly half of the total funding in 2001 in Uganda. Grants from bilateral donors are the next most important source with

grants from the local government being the third. The average NGO is less likely to receive funding from these three sources and more likely to depend on non-grant income. Furthermore the authors discovered that the local NGOs derived very little revenue from members and non-members, with only 2.5 per-cent of all funding coming from these sources. On self-generated income the authors identified that only one-third of NGOs own a business, the profit of which is used to finance NGO activities. Again Barr et al (2005) observed a high concentration, with a small number of NGOs accounting for most of these businesses. The types of business run by Ugandan NGOs according to the authors are extremely varied, with farming, restaurants and retail outlets being most common. Business income, fees paid by beneficiaries, and other income are more important sources of revenue for small NGOs than for large ones. This study has been supported by Mechai and Jonathan, (2001) when they said that most organizations have redesigned program implementation strategies to include cost-recovery components whereby the beneficiaries of the program pay part, and sometimes all, program costs. And today we even see NGOs owning and managing restaurants, tour companies, banks, clinics and other businesses.

Liang (2003) cited in Andreas, (2005) reveals that strong dependency on external funding can be a serious problem for the long-term development of local NGOs. The author further maintains that international donors operate according to their own goals and proposal management styles, and local NGOs have to conform to their requirements in order to receive financial support. As NGOs have to respond to the changing needs of their local membership, the creative development of local NGOs could be constrained by the standardized assessment methods of foreign governments and international foundations. This argument is supported by Mechai Viravaidya and Jonathan Hayssen (2001) when they observed that many grants and donations carry restrictions on the types of expenses that they may cover. The most common restriction is to cover only direct program costs, but not the cost of support services or other overhead costs incurred by the NGO. The NGOs must contribute. These costs on their own, or at least cover an increasing share of these costs over time.

Similarly, in the view of Fernand (1994 cited in Fernand, 2006) an NGO which receives more than 30 per-cent of its funding through an external agency, is not free in its actions and above this percentage, the NGO could find itself in a very difficult situation in case of separation between the NGO and the donor due to strategic factors. Turary (2002)

stated that in a situation where a greater proportion of an organisation funding comes from external sources it will have an effect on the long run in the case of withdrawal of external funding. This means that any organisation that depends solely on external funding will not be in a position to finance some of its initiated and laudable proposals. The much reliance on external funding therefore makes it difficult for local NGOs to accomplish their stated objectives. Fernand (2006) further argues that, external financing tends to impose some degree of constraint on local NGOs. The biggest challenge for the local NGOs therefore seems to be to take into consideration the demands of its donors, because losing the financial aid would have severe consequences not only for the activities, but also for remunerated personnel. NGO “self-control” appears more frequently than one would think and it is for this reason that it is something to be carefully watched. Contractual arrangements often contain negative restrictions or conditions for them. Constraints like these often have an effect on the successful development of proposals and sometimes on the structures of local NGOs resulting in delays in payment of wages, lack of funding for proposals and priorities of the local NGOs coming after the donor’s priorities.

The above arguments have been supported by Ernest L. *et al.*, (2012) stating that Particular to funding, his studies reveals that it is becoming increasingly difficult for local NGOs to attract funding, especially, from foreign sources to support their programmes. Accordingly, the study suggested that local NGOs in similar context to those studied can improve their funding situation by spreading their network to include domestic or local funding sources. Vigorous lobbying from board of directors, management, friends, churches and philanthropists, with good project proposals, and the provision of for-fee consultancy services represent some of the measures which local NGO can adopt to improve their ability to raise local funds. This challenge of NGO funding is also supported by Ali A. Bromideh (2011) when he observed that the new NGOs generally suffer from lack of resources in particular administration and expertise, to gain trust of others, fundraising, and not being recognized among the donors.

The literature reveals a lot on sources of funding for NGOs around the world and even in Africa. However, there is no information on local NGOs in UasinGishu-county and how they raise their funding and whether they have any income generating activities. This study therefore seeks to find out various sources of NGOs funding within Uasin-Gishu County.

A strategic plan is an important tool to guide the work of any organisation. It will help maintain a focused, long term vision of the organisation's mission and purpose, and aid decisions about the allocation of human and financial resources, (International Cooperation for Development 2005)

2.4 Sustainability planning process and Sustainability of NGOs community peace Project's

The scheduling for the strategic planning process depends on the nature and needs of the organization and the its immediate external environment. For example, planning should be carried out frequently in an organization whose products and services are in an industry that is changing rapidly. In this situation, planning might be carried out once or even twice a year and done in a very comprehensive and detailed fashion (that is, with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets, etc). On the other hand, if the organization has been around for many years and is in a fairly stable marketplace, then planning might be carried out once a year and only certain parts of the planning process, for example, action planning (objectives, responsibilities, time lines, budgets, e.t.c) are updated each year (Carter 2007)

A written plan will ensure that the analysis and proposals are accessible to the team and others with whom the organisation works, it will Serve as a basis from which to develop an annual team work plan and annual budget and against which to measure progress. A good plan forms the basis for decisions on allocation of resources (financial and human). It also helps continuity by providing new staff with a reference point and all staff with a reminder when looking at successes and challenges.

Carter (2007), argues that it is advisable to plan for at least three years, while accepting that it will be much easier for more established and better funded organisations to adopt a forward thinking approach. It is usual for a strategic plan to be revisited annually as part of the programme review process. He says that the plan can be amended and modified to reflect developments that have taken place over the year. However, the more detailed annual team work plan will be more specific and will therefore probably require quite substantial modification at the end of each year.

In their website the centre for health systems science (2010) came up with project sustainability planning process as follows. First they advise that an organisation must first assemble the team. They say one must make sure to include the right mix of staff, management, and stakeholders in the sustainability planning process. It's important to have organizational and programmatic leadership buy-in. If community support or partners are essential for the services you provide, consider asking representatives from these groups to participate in your sustainability planning. It is helpful if those taking part in planning have taken the assessment so their opinions are represented in the overall sustainability scores. They also advise one to choose people who are knowledgeable about the program and who have invested in its sustainability. This will help one in identifying a motivated team that is well-informed about the best areas to target your efforts.

The second step involves envisioning your program's future. This step involves referring to your program logic model, theory of change, or strategic plan for the short, medium, and long term outcomes you are trying to achieve. What would a sustainable program look like one year, three years, or five years from now? Having a clear vision of your program's future will help to unite program staff, leadership and stakeholders, (centre for health systems science 2010)

Centre for health systems science, (2010) states the third step as the review of the Program Sustainability Assessment Tool results. As a team, it is advised to review your program's group summary Sustainability Report from the Program Sustainability Assessment Tool. The report provides a snapshot of your program's current sustainability capacity. Discuss any surprises in the results and differences in opinion about scores. Remember that there is no score that can guarantee a program's sustainability. However, low scores in a domain suggest that this could be an area deserving of attention. Domain scores are meant to serve as guideposts and a starting point for discussion rather than an end point.

The third step involves deciding which program elements must be continued and which might be scaled down or eliminated. Considering your program goals and your sustainability results, decide which elements of your program should be sustained, and which could or should be dropped. Beware of believing that everything your program does should be continued exactly as is into the foreseeable future. As the 'Program

Adaptation' domain highlights, programs must be able to respond to changes in the environment and shifts in the needs of the population. Refer to program evaluation and surveillance data to see where your program is most successful and effective, (Centre for health systems science 2010)

The fourth step identified was that of prioritizing the areas of sustainability capacity to be addressed first once you have clarified the future direction and scope of your project, it is time to prioritize which sustainability domains and specific items your team will address first. Which areas of weakness seem the most urgent? Consider where you might accomplish the biggest payoff using the least amount of resources. Also take into account which sustainability items are most modifiable for your program. Given your time and resources, prioritize the domains or specific items you want to address.

Fifth you need to Prioritize the areas of sustainability capacity to address first once you have clarified the future direction and scope of your program, it is time to prioritize which sustainability domains and specific items your team will address first. Which areas of weakness seem the most urgent? Consider where you might accomplish the biggest payoff using the least amount of resources. Also take into account which sustainability items are most modifiable for your program. Given your time and resources, prioritize the domain(s) or specific item(s) you want to address.

The sixth step involves the development of an action plan with specific action steps to strengthen and build your project's sustainability capacity. This plan should strengthen and build your program's sustainability capacity.

The seventh step involves the implementation of the action plan. Developing a sustainability plan is not a one-time effort. Instead, your team must continue working together to implement the plan over the coming weeks and months. Use the plan to guide the ongoing management of your program activities. Discuss the action steps and activities with program staff and stakeholders by providing periodic updates, collectively brainstorming solutions to challenges you face along the way. Be sure to monitor your progress towards completing each action step.

Finally the eighth step according to the centre for health systems science (2010) the Organization will need to reassess its sustainability capacity each year building your program's sustainability capacity will take time. Track your progress by using the

Program Sustainability Assessment Tool to reassess your program once a year, or every time a major programmatic change occurs. New scores can be compared to old ones to measure growth or draw attention to areas that need intervention. Finally, don't forget to celebrate gains in your sustainability capacity; it is important part of recognizing milestones and building morale.

2.5 Project Monitoring and sustainability of NGOs community peace projects.

Effective, regular monitoring of community development programs can improve management, accountability, participation, trust, learning, and efficiency and development impacts (Gorgens, Nkwazi, and Govindaraj, 2005). Monitoring and evaluation is a vital tool of management in any development project. It starts right from the planning stage of the project cycle (Khan, 2003). It is important for any project aimed at addressing development issues to have an effective monitoring and evaluation system to ensure efficient delivery of services with intended outcome and sustainability of the program/project benefits, and policy implementation leading to the envisioned change (Khan, 2003).

In management of projects, monitoring can be used to improve the way governments and private organizations achieve results and ensure project sustainability. This can be ensured through investing in strengthening a national monitoring and evaluation system is important it will eventually save resources that may otherwise be spent in inefficient programs or overlapping activities supported by different partners (Global Fund, 2004). A mature and sustained monitoring and evaluation system has the potential to lead the organization towards meeting its responsibilities and achieving its goals, even when faced with socio-political crises that mar the development sector so often (IFAD, 2002). Monitoring and evaluation systems are designed "to inform project management of whether implementation is going as planned or corrective action is needed. A well-designed Monitoring and Evaluation system provides data on the progress of a project and whether it is meeting objectives (World Bank,2002).

The research which was conducted in Niger, Benin and Cameroon by World Bank helped in development of basic approach towards an effective implementation of community based monitoring and evaluation system (World Bank, 2000). It includes a system for its use and the operational tools to use in facilitating to its sustainability (World Bank, 2000). The findings were intended for trainers and development workers

with aim of introducing of monitoring and evaluation system in their projects and programs for their sustainability (World Bank, 2000). The World Bank suggested that project monitoring would be of little or no use if it is not consistently supported by all the stakeholders towards addressing the sustainability issues of the projects (World Bank, 2000). The donors, project managers, and staff must all actively participate in the implementation of a monitoring and evaluation system for its effectiveness and sustainability (Dyason, 2010).

Participatory evaluation is a dimension of participatory development embodying many of the same concepts, involving the stakeholders and beneficiaries of a programme or project in the collective examination and assessment of that programme or project. It is people centred: project stakeholders and beneficiaries are the key actors of the evaluation process and not the mere objects of the evaluation. In a participatory evaluation, the role and purpose of the evaluation change dramatically. Such an evaluation places as much emphasis on the process as on the final output. The purpose of the evaluation is not only to fulfil a bureaucratic requirement but also to develop the capacity of stakeholders to assess their environment and take action (UNDP 1997)

World Bank considers community empowerment to be community ownership, management and control of their lives. By imparting skills to monitor and evaluate their development, communities become capable of managing the development process on their own. This ability and the motivation that it engenders, enables communities to independently sustain their own projects (World Bank 2002). This view is supported by UNDP(1997) when its said that by including project participants and other stakeholders in the ongoing analysis of their project's problems, constraints and opportunities , where they are often able to propose solutions that are both creative and realistic. In turn, participants' sense of ownership of these problem solving strategies, and the recommendations and actions that emerge from them, make them more inclined to make the necessary changes themselves. The approach also helps ensure that projects stay focused on meeting the real needs of participants and beneficiaries, rather than those identified by outside experts.

Adil Khan (2000) says that it is imperative that a well planned monitoring mechanism is put in place to assess the status of sustainability, at a regular interval. This will help tracking sustainability related problems early and provide necessary feedback for

adjustments and enhance the prospects of sustainability. It is useful to base such monitoring on pre-determined indicators.

AdilKhan(2000) also argues that Sustainability Monitoring or Sustainability Assessment which also forms the core of process evaluation is expected to commence right from the start of implementation of a project. However, not all dimensions of sustainability are expected to reveal themselves at an early stage of a project. For example, the 'economic'; and 'environmental' dimensions of sustainability is expected to reveal themselves at a more mature stage of a project, say after six months to a year of operation of it. But continuous attention to a variety of other sustainability issues such as the 'institutional', 'logistics' and 'community' etc. will help detecting deviations (if any) at an early stage and ensure introduction of corrective measures ahead of time

Monitoring for Sustainability is expected to be carried out on a bi-annual basis, with the help of a multi-disciplinary team. However, it is also expected that some aspects of sustainability monitoring such as 'institutional', 'logistics' and 'community' aspects should be undertaken during the more routine phase of project monitoring Khan (2000)

Participatory monitoring and evaluation are novel approaches in many countries. Resources are often needed to help improve the skills available among participants, to ensure they can participate effectively in monitoring and/or evaluation exercises (to “learn how to learn”). Frequently, the first step is to assess the current skills of the people to be involved in PME and provide training as needed. Training can use a growing list of available resource materials (UNDP 1997)

The shift from notions of capacity development emphasizing the 'transfer' of technology or knowledge towards a holistic approach to capacity development recognizes the need for deeper and wider processes of continuous learning (Carr,2005,) Learning lies at the heart of development and its management processes, including M&E, should incorporate reflective practices and activities to promote self-learning, critical thinking, team building, action planning and experimentation (Horton,2003; Morgan,2005). Many authors state that the systematic collection of information is crucial to enhance learning in an M&E process. It's important to note that M&E goes further than collecting information. It is all too easy to assume that by simply gathering information, storing it and making it accessible. We have somehow increased our knowledge and learning (Britton, 2005) First of all, the collected information should be useful and relevant for

the producers and users of the information, as promoted by utilization-Focused Evaluation (Patton, 1997). monitoring systems need to cater to the social spaces and interactions necessary to enable information sharing and interpretation that leads to collective insights about action-sense-making (Guijt, 2008)

Zogo(2015) argues that in the view of limited resources and limited time span of projects, there is a need to understand when activities can be handed to the local community and can be sustained at the local level. M&E provides information to project managers on how and when to hand over projects to the local community contributing to community ownership and sustainability of the projects.

Monitoring and evaluation provides the only consolidated information to project managers showcasing the project progress. This is important in helping project managers to know whether the project is achieving the intended objectives or not. The information is important in enabling the project managers make the necessary adjustments. A good monitoring and evaluation systems therefore provides timely and reliable information to support program/project implementation with accurate evidence based reporting that informs management and decision making to guide and improve project/program performance (IFRC 2010). According to Failing and Gregory (2003) M&E is important in enabling organizations to track their performance and to measure the impacts of management actions in order to provide feedback on progress towards goals and effectiveness of program interventions.

A good monitoring and evaluation system contributes to organizational learning and knowledge sharing by enabling NGOs to reflect upon and share experiences and lessons from their implementation to get the full benefit of what the organization is doing, what they do and how they do it (IFRC 2010). For Carvil and Sohail (2007), an M&E system supplements and supports project and organizational performance, by means of relevant information and learning. It allows development actors to learn from each other's experiences, building on expertise and knowledge and reveals mistakes and offers paths for organizations to learn and improve while incorporating the lessons in their policies and practices. This brings about the concept of "Knowledge management" which means capturing findings, institutionalizing learning, and organizing the wealth of information produced continually by the M&E system" (Gudda, 2011). It also augments managerial processes and provides evidence for decision-making (Hailey John, 2000). Some

examples of M&E used in this context are decisions on resource allocation, choices between competing strategies to achieve the same objective, policy decisions, and decisions on program design and implementation. The accuracy of information and the manner in which it is presented become critical for supporting management in their decision-making processes.

2.7 Theoretical Framework

This study is anchored on Sustainable development theory which was advanced by World Commission on Environment and Development (WCED, 1987). It was adopted as an overarching goal of economic and social development by UN agencies, by the Agenda 21 nations, and by many local governments and private-sector actors. This theory largely emerged as a reaction to a growing interest in considering the interactions and potential conflicts between economic development and the environment. This theory states that sustainability Development is ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ In relation to this study, this theory is applicable since organizational capacity building activities such as fundraising, community participation, staff training and monitoring and evaluation determines how community projects assists the communities today and the days to come.

2.8. Conceptual framework

The conceptual framework for this study is shown in figure 2.1 and it depicts the relationship between the independent and the dependent variables influencing the sustainability of community projects.

Conceptual framework
Independent Variable

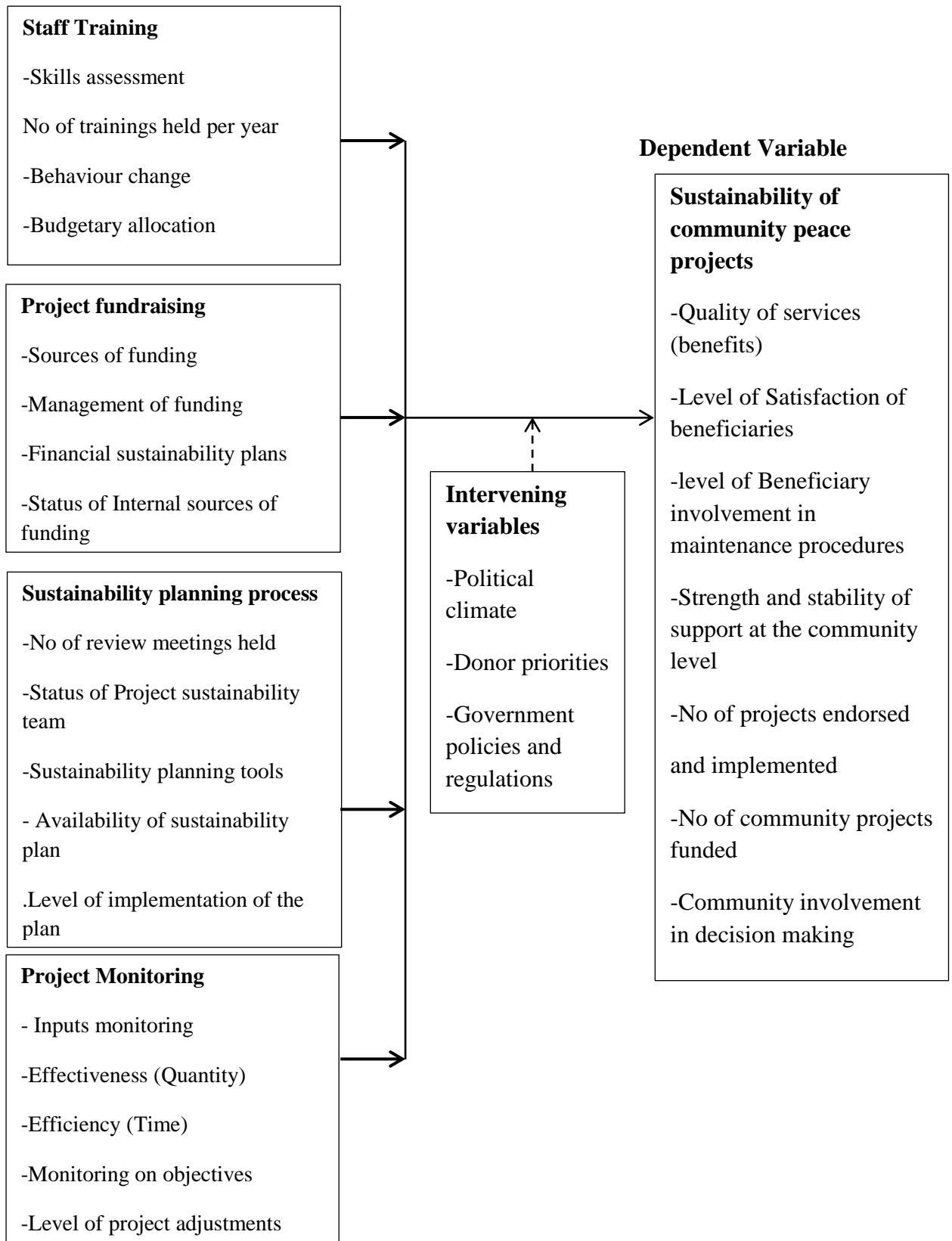


Figure 2.1Source: Author (2016)

Figure 2.1 A diagrammatic representation of the study's conceptual framework

The above Conceptual framework is an illustration of both independent and dependent variables. From the framework, we have staff training, Funding activities, community involvement by NGOs and project monitoring as independent variable. All these are capacity building activities performed by NGOs. The dependent variable is the sustainability of community projects. From this framework sustainability of community projects is determined through the manipulation of independent variables which has various indicators. Staff training as a variable has the number of trainings held, Skills assessment, Behaviour change, and number of Dissemination meetings held as indicators. Project funding activities has Sources of funding, Management of funding, and financial sustainability plans as indicators. On the Variable on sustainable planning process, there is Sustainability planning tools, Project sustainability team, no of review meetings held and level of implementation of the plan. The final independent variable on project monitoring has several indicators namely inputs monitoring, effectiveness and efficiency.

In this study, the Independent variable influences the sustainability of community project. A sustainable community project is one that delivers quality of services or benefits, one that has a high level of satisfaction of beneficiaries, high level of beneficiary involvement in maintenance procedures, one that has a sustained strength and stability supported at the community level. One project that has been well sustained always leads to growth of other projects endorsed by the community itself. This is often leads to increased number of community projects funded directly by other partners or from the community itself. Finally a good indicator of a sustained project is one that the community is actively involved in decision making processes.

Apart from the independent variables influencing dependent variable, we have other intervening variables such as the current political climate, donor priorities on the projects and government policies and regulations that may influence the sustainability of community projects.

2.9 Summary of Literature Review and Knowledge Gaps

Many studies have been conducted on organizational activities on capacity building around the world. In their publication entitled “capacity building for Africa”, (2005), World Bank says that African NGOs must improve the performance of their sectors if they are to achieve their goals of reducing poverty, accelerating economic growth, and providing better services to their beneficiaries. Achievement of such improved performance will require NGOs to complement reforms with sustained capacity building.

Regardless of the approaches adopted by various international agencies, scholars and researchers in examining the capacity building activities and how they influence the sustainability of community projects. The existing literature on this topic suffers various weaknesses and gaps. So far, very little attempt has been made towards unearthing the significance of capacity building activities and how it influences the sustainability of community based projects. This is an area which calls for the collection of hard data from the field and analysing them so as to determine how the findings can be incorporated and integrated in the Organizations plans. Though related studies has been done elsewhere around the world, In UasinGishu county, no study has been done on the influence of non Governmental organizations capacity building activities on the sustainability of community based projects. In this study, theoretical orientation has also been discussed together with the constructions of the research conceptual model.

The next chapter presents the methodological procedures used in conducting and collecting information from the field.

2.9.1 Knowledge Gaps

The research observed the gaps identified within the review of relevant literature as shown in table 2.2

Table 2.2

Variable	Author and Year	Findings	Knowledge Gaps
Staff Training and Sustainability of community project	(Hodson, 1992 Smillie(1995b). Korten, (1990) Billis and MacKeith (1992	They found out that NGOs attract staff said to have high expectations of being involved in the decision-making processes of the organisation. NGOs were found to be weak at staff career development	-The literature however is short of making a clear distinction between paid and unpaid staff. –They also don’t emphasize on the quality and relevance of staff training and how they influence project sustainability
Fundraising activities and sustainability of community projects	Semboja and Therkildsen (2005) Lee (2001) UNDP (1993)	They majored their discussions on the sources of local NGO funding	The study seeks to establish how funding activities influence sustainability of community projects
Sustainability planning process and Sustainability of Community projects	Carter (2007)	He observed that if the organization has been around for many years and is in a fairly stable marketplace, then planning might be carried out once a year.	The study seeks to establish the extent to which NGOs involve themselves in the sustainability planning process
Monitoring for sustainability of community projects community	World Bank,(2002). Dyason, 2010). Adil Khan (2000) Zogo(2015) Carvil and Sohail (2007),	These scholars clearly elaborated the need to have a well-designed Monitoring system that provides data on the progress of a project and whether it is meeting objectives. They also insist that NGOs staff must participate	There is need to explore how monitoring directly influence the sustainability of community

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the descriptions of methods that were used to carry out the study. The following topics are discussed; research design, target population, sample size and sampling procedures, research instrumentation, Piloting of the instruments, validity and reliability of instruments, methods of data collection, data analysis technique and ethical consideration.

3.2 Research Design

Descriptive survey design was used for analysing the Influence of Non-governmental Organization activities on capacity building on sustainability of community based projects in Uasin-Gishu County. The survey study assess the stated variables and their influence on sustainability of community based projects. Kombo and Tromp, (2006) argues that a survey design is appropriate for collecting, classifying, analysing, comparing and interpreting data. Both quantitative and qualitative research methods can be used to complement each other (Mahotra1993). The interaction between the variables of this study was investigated through a descriptive survey. Descriptive survey research design is most appropriate when the purpose of study is to create a detailed description of an issue (Mugenda and Mugenda, 1999).

3.3 Target population

The total target populations for this study was 125 respondents were by 55 of them are project managers, while another 35, are project staff. Sub county peace committees shall form the other 35 respondents all drawn from the six sub counties in Uasin Gishu and their responses were deemed to be representing the views of the Uasin Gishu residents

3.4 Sample Size and Sampling Procedure

Sampling is a unit that provides a practical and efficient means to collect data since it serves as a model of the population under study. According to Kothari (2004), sampling provides a valid alternative to a whole population because surveying an entire population may lead to budget constraints, time constraints and delay in result analysis

3.4.1 Sample size

Krejcie and Morgan (1970) table for sample size determination was used in selecting respondents to participate in the study as below

Table 3.1

Strata	Target Population	Sample Size
Project Managers	55	48
Project officers	35	32
Subcounty peace committees	35	32
Total	125	100

3.4.2 Sampling procedure

The researcher employed stratified random sampling method in identifying the project managers and staff as well as the sub county peace committees, who participated in the study. While doing this, purposive sampling method was used to identify the organizations represented by the managers and staff based on their area of operation, period of existence and their contribution to community development. In total 55 organizations were selected to participate in the study. The researcher adopted the Krejcie and Morgan (1970) sampling table. The sample size was calculated based on the total target population of 125 respondents representing their organizations and the community. The table has been attached as appendix 2

3.5. Research Instruments

The instruments for data collection in this study were the questionnaires and interview schedules. Warwick and Lingher (1975) state that researchers should settle on instruments which provide high accuracy, generalizability and explanatory power with low cost, rapid speed and a minimum of management demands with high administrative convenience. Questionnaire is a research tool that gathers data over a large sample (Kombo 2006). The questionnaire and interview schedule is the most appropriate research tools as it allows the researcher to collect information from large samples with diverse background. The variables in the questionnaires have been developed based on the themes in the literature review section and objectives.

3.5.1 Piloting of the instruments

A pilot study on the questionnaire was carried out two weeks prior to the main study to those organizations that were not be part of the study. Allan and Emma (2011) pointed out that research outcome quality is determined by instruments quality. Pilot testing

entailed 10 respondents who were not to be part of the sample. Once all issues with the test items were addressed, the questionnaire was ready for large-scale field testing.

3.5.2 Validity of instruments

Validity helps the researcher to be sure that questionnaire items measure the desired constructs. Donald and Delno (2006) define instrument's validity as the appropriateness, Meaningfulness and usefulness of inferences a researcher makes based on data collected. Mugenda (2003) agrees with this assertion that validity has to do with how accurately the data obtained in the study represents the variables. This study employed content and construct validity. According to Paton (2000), validity is the quality attributed to proposition or measures to the degree to which they conform to established knowledge or truth. An attitude scale is considered valid, for example, to the degree to which its results conform to other measures of possession of the attitude. Validity therefore refers to the extent to which an instrument can measure what it ought to measure. It refers to the extent to which an instrument asks the right questions in terms of accuracy.

3.5.3 Reliability of the instruments

According to Mugenda and Mugenda (1999), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. In order to test the reliability of the instrument used in the study, the test- retest method was used. The questionnaire was administered twice within an interval of two weeks. This entailed administering the same questionnaire to the same group after a certain interval had elapsed since the previous test (Coopers and Schindler, 2003). The test retest criterion was applied since the respondents in this study were project managers, staff and volunteers of the project who had a detailed grasp on research and therefore would understand the need for filling the questionnaire for the second time.

3.6 Data collection procedures

The study used primary data. Primary data refers to that which will originally be collected for the first time for the purposes of the study. The use of primary data is supported by (Saunders et al, 2007). The type of data collected was informed by the objectives of the study as supported by Teddlie (2010). After securing a permit from the National Council for Science and Technology to enable collection of data, the researcher identified two research assistants who were trained on the research instrument. The

research assistants and the researcher then administer the questionnaires to NGOs workers.

Questionnaires were used as the main data collecting tools and used structured and unstructured questionnaires. The selection of these tools were guided by the nature of data that was collected, time available and objectives of the study. The questionnaires were delivered to all respondents in the Organizations and the sub county peace committees. The types of questions asked were both closed and open ended. The advantages of this type of questions are the simplicity in the giving answers. The questionnaire is considered to be effective in this study because it is a very economical way of collecting data compared to other collection tools, respondent rate was high and less data compared to other collection tools, the presence of the researcher at the time of data collection was not necessary as the questionnaire is self-administering.

3.7. Data analysis technique

Data analysis was done following the four phases normally used in research; these include data clean up, reduction, differentiation and explanation. Data clean-up involved editing, coding and tabulation in order to detect anomalies. The data from the field was coded according to the themes researched on the research. The analysed data was presented in frequency distribution Tables, and percentages. The qualitative data was analysed using descriptive statistics such as mean, standard deviation and percentages. This data was keyed using (SPSS) version 20.0 with appropriate codes and variable specifications and counter checked for possible erroneous entries.

3.8 Ethical consideration

Research ethics is important when relating to questions about a research topic, research access, data analysis (Mugenda, 2008). Ethical considerations have to do with the researcher ensuring ethical checks. According to Graziano and Raulin (1997), the researcher must ensure the respect, rights to privacy and to protection from physical and psychological harm of the respondents involved in the study. Therefore, the respondents gave clear and sufficient background information on which to base their own decisions as to whether they would take part in the study or not. The researcher assured them about the confidentiality of the information provided as they were not asked to mention their personal names or the names of their organization.

Objective	Variable	Indicators	Measurement	Scale	Data collection methods	Data Analysis
To establish how staff trainings offered by NGOs influence sustainability of community projects in UasinGishu county.	<u>Independent</u> Staff Training	Trainings held Budgetary allocation Knowledge and Skills impacted Behaviour change Dissemination meetings held	No of Trainings conducted Level of knowledge and skills acquired Level of behaviour change No of dissemination meetings held	Ordinal	Questionnaires Interview	Mean and Standard deviation
To determine how project fundraising by NGOs influence sustainability of community projects in UasinGishu county	<u>Independent</u> Project Funding	Availability of funding Management of funding Financial sustainability plans	No of diversified funding options Level of financial management Availability of Budgetary plans	Ordinal	Questionnaires Interview	Mean and Standard deviation
To establish how sustainability planning process by NGOs influence sustainability of community projects in UasinGishu County	<u>Independent</u> Sustainability planning process by NGOs	Availability of sustainability plans Presence of project sustainability teams.	Number of plans made Number of sustainability meetings held	Ordinal	Questionnaires Interview	Mean and Standard deviation
To determine how project monitoring by NGOs influence Sustainability of Community projects UasinGishu County	<u>Independent</u> Project monitoring by NGOs	Inputs monitoring Project Effectiveness (Quantity) Project Efficiency (Time)	No of inputs monitored Level of project effectiveness Level of project efficiency	Ordinal	Questionnaires Interview	Mean and Standard deviation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction.

This chapter presents analysis of data and presents data in tables. It will also undertake data presentation and interpretation and discusses study findings according to study themes. The chapter provides the major findings and results of the study as obtained from the questionnaires administered. The first section looks into the response rate and demographic information of respondents while the second and subsequent sections analysis the results of the study per objective.

4.2 Response Rate

Questionnaire response rate indicates the rate in percentages at which the questionnaires given to respondents were filled and returned. The returned questionnaires were the ones analysed. Table 4.1 shows the response rate from the sample size.

Table 4.1 Response rate

Respondents	Sample Size	Returned Questionnaires	Return Rate(%)
NGO Managers	48	46	41
Project Officers	32	28	25
Sub county peace committees	32	26	23
Total	112	100	89

This study targeted a sample size of 112 respondents out of which 100 filled in and returned the questionnaires, making a total response rate of 89% as shown on table 4.1. The response rate was generally good and it agrees with Keeter et al, (2006) who stated that any survey with a response rate of above 70% gives out a more reliable and accurate information. Mugenda and Mugenda (2003) says that a response rate of 50% is adequate for analysis and reporting while a rate of 60% is good while a response rate

above 70% is good. In this case, the response rate obtained from this study can be classified as excellent and was sufficiently representative of the target population. This response rate was highly capable of producing useful results and make meaningful inferences. The study therefore proceeded.

4.3. Background information of the Respondents

The study sought to establish information on various aspects of respondents' background such as time of being a resident, gender, Age, academic, qualification, occupation and work experience. This information aimed at testing the appropriateness of the respondent in answering the questions regarding Influence of Non Governmental activities on sustainability of community peace projects in Uasin Gishu county, Kenya.

4.4 Distribution of Respondents by Gender

The study sought to establish the gender of the respondents. The gender of the respondents was important in order to find out if all genders were well represented in the study. This study sought to understand if employment at the NGOs programs work conformed to the Kenyan constitution that states that at least not more than two thirds of all employees in any sector or organization should be of either gender. It also indicates whether both genders were represented in the study. Results are presented in Table 4.2 below

Table 4.2 Distribution of Respondents by Gender

Gender of Respondents	Frequency	Percent
Male	58	58
Female	42	42
Total	100	100

Table 4.2 shows that out of 100 respondents who participated in the study, 58 (58%) were male, while females contributed to 42(42%) of the entire organisation work force (respondents). In essence, this indicates that employment at NGOs within UasinGishu conforms to the Kenyan constitution on two thirds gender rule.

4.5 Distribution of respondents by level of education

The study sought to establish the education levels of the respondents in order to ascertain their level of education. This was important since respondents with better education level

provided valid and consistent information about the influence of Non Governmental organisations activities on sustainability of community projects

Table 4.3 Education level of respondents

Education level of respondents	Frequency	Percent
Secondary	4	2
Diploma	11	11
Degree	61	61
Masters	24	24
Total	100	100

From the table above it was found out that 4 (4 %) of the respondents had attained secondary education, 11(11%) had Diploma, 61(61%) had Degrees while 24(24%) had Masters degrees. From the table, it is evident that majority of the respondents (61%) had attained degree level of education hence they were able to answer the questionnaire properly.

4.6 Job Title of the Respondents

The study sought to establish the various designations of the respondents. This was important for the study because the questionnaires aimed at specific categories of people working in the organisations. The results are presented in table 4.4

Table 4.4 Job Designations of the Respondents

Job Title	Frequency	Percent
Project Manager	46	46
Project Officer	28	28
Sub county peace committee	26	26
Total	100	100

Findings shows that 46 (46%) of the respondents are project managers while 28(28%) were project officers. Sub county peace committee happened to be 26(26%) of the total respondents.

4.7 Work experience

The study also sought to establish the number of years the respondents had worked in their various NGOs. This was important since the study sought to establish the relationship between length of service and sustainability of community projects. The findings are presented in Table 4.5

Table 4.5 Work Experience

Length of working experience	Frequency	Percent
Less than 1 year	30	30
1-5 years	52	52
6-10 years	13	13
11-15 years	3	3
More than 15 years	2	2
Total	100	100

According to the table 4.4, 30(30%) of respondents indicated that they have worked for less than a year; 52(52%) have worked between 1-5 years, 13(13%) have worked between 6-10 years while 3(3%) have worked between 11-15 years. The study found out that only 2(2%) of respondents have worked for more than 15 years. From this study, it is evident that most of the respondents have not stayed long in the their places of work, while 30% have worked for less than a year. These findings further indicates that most of the respondents have stayed long in their places of work. and hence they are familiar with the programmatic work that has been going on in their organizations.

4.8 Services offered by NGOs

The study sought to examine the various services offered by the NGOs in Uasin Gishu County. This was significant since the study wanted to establish whether funding opportunities are linked to the nature of services offered by Organizations. The findings are as indicated in table 4.5

Table 4.6 Services offered by NGOs

Services	Frequency	Percent
Relief and rehabilitation services	29	29
Water, Health and Sanitation	15	15
Environmental conservation	5	5
Emergency Interventions	10	10
Peace and Conflict Resolution	10	10
Democracy and Human Rights	20	20
Sports and Culture	8	8
Orphans, Vulnerable Children and Education	3	3
Total	100	100

From the study, 29(29%) of the respondents said that their organizations carry out relief and rehabilitation services. 15(15%) indicated that they do water, health and sanitation programs while 5(5%) do environmental conservation. From the study, it was found out that 10(10%) of NGOs do emergency interventions and another 10(10%) do peace and conflict resolution. 8(8%) of respondents indicated that they do sports and culture programming. The study also found out that orphans and vulnerable children and education was done by only 3(3%) of the NGOs interviewed. These findings especially on relief and rehabilitation services (29%) agrees with an article on Science and NGO's practice: Fact and figures by Anita Makri (2013) who observed that development was the best represented sub-sector by NGOs around the world, followed by health, education, children and youth, environment and peacebuilding. She asserts that about a third of these NGOs are based in the United States, and a third in developing countries, mainly in India, Brazil and Kenya.

4.9 Duration of existence of the project

The study did want to establish the duration of the projects being implemented by NGOs. This is important since project sustainability is determined by the duration of the project during its implementation

Table 4.7 Duration of existence of the project

Project Duration	Frequency	Percent
Less than 1 year	7	7
1-4 years	10	10
4-8 years	80	80
More than 8 years	3	3
Total	100	100

The study did establish that 7(7%) of the project being implemented is less than 1 year. 10(10%) indicated that their projects are between 1-4 years old while 80(80%) of the projects have operated for between 4-8 years. The study found out that only 3(3%) of the respondents implement a project which goes beyond 8 years. The findings are supported by Andreas, (2005) when he revealed that strong dependency on external funding can be a serious problem for the long-term development of local NGOs and its programmes. He asserts that most projects don't survive beyond ten years.

4.10 Justification of project period

The study did want to establish the reasons that determine the duration of the projects. This was significant since literature review indicated that many projects fail to sustain themselves due to inadequate funding. The findings are tabled in table 4.8 below

Table 4.8 Justification of project period

Reasons determining Project duration	Frequency	Percent
Inadequate Funding	40	40
Project Goal already obtained	2	2
New Project	21	21
Lack of Community support to the project	37	37
Total	100	100

As shown above, 40(40%) of respondents indicated that inadequate funding contributed significantly to the project during. This means that most community projects collapses when funding comes to an end. The study also found out that 37(37%) of respondents reported that most projects collapse due to lack of community support. 21(21%) of respondents said that projects cannot be said to be sustainable since they are new projects. Only 2 (2%) indicated that their project duration was determined by the achievement of project goal. The findings agrees with Barr et al., (2005) in their study of local NGOs in Uganda when they identified that the NGO sector grants received from international NGOs accounted for nearly half of the total funding in 2001 in Uganda.

4.11 Number of Full Time employees

The study wanted to find out the distribution of NGO employees from various organizations. This was important since the number of staff is critical in project sustainability.

Table 4.9 Number of Full time employees

Number of Employees	Frequency	Percent
1-5 employees	80	80
6-10 Employees	10	10
11-15 Employees	5	5
16-20 Employees	2	2
21-25 employees	2	2
26 and above employees	1	1
Total	100	100

From the findings above it is evident that a majority of 80(80%) of the respondents have only between 1-5 employees while 10(10%) of respondents said that their organization has employed between 6-10 employees. 5(5%) of respondents indicated that their organization has employed between 11-15 employees. 2 (2%) of respondents indicated that they have between 16-20 employees and another 2 (2%) indicated that they have between 21-25 full time employees. Only 1(1%) of the respondents indicated that they have over 26 full time employees. From this study, it is evident that most NGOs have staff capacity problems for project implementation. These studies supports Fernand (1994) view when he observed that most NGOs have less staff due to inadequate funding.

4.12 Sustainability Status of Community peace Projects

Table 4.10

Factors	N	SA	A	N	D	SD	Total %
Project beneficiaries are satisfied with the project	100	5	10	29	51	5	100
We involve Beneficiaries in project maintenance procedures	100	5	3	12	70	10	100
Our projects have a lot of support at the community level	100	7	8	10	60	15	100
Our projects have community participation components	100	2	5	8	70	15	100
Communities are always involved in decision making processes concerning their projects	100	5	3	12	70	10	100
The project has the potential to survive after the funding period has ended	100	1	2	2	5	90	100

The study did want to establish the current status of project sustainability in Uasin Gishu county. From the study, 51% of the respondents stated that they disagreed with the statement that project beneficiaries are satisfied with the project. Also, beneficiaries are not involved in project maintenance procedures as confirmed by 70% of the respondents. 60% of the respondents said that their projects don't have community support. This is true since 70% of the respondents said that they don't have community participation components within their projects. The same percentage confirmed this when they disagreed with 70% of them saying that communities are not involved in decision making processes. Almost all the respondents (90%) were of the opinion that their projects will not survive after the funding has come to an end. This findings are supported by Semboja and Therkildsen (2005) in their study of East African local NGOs,

when they found that much local NGO funding comes from international donors hence project fails immediately the donors withdraw their financial support.

However, about projects coming to an end after funding has come to an end, the findings are contrary to a study done by Moore (2003) at the John Hopkins University on comparative Non-profit Sector Proposal when he published a comparative analysis on global civil society based on research in 35 countries, on the sources of NGO's income. The study revealed that self-generated income was the dominant source of revenue for NGOs accounting for 43 per-cent of local NGOs total income.

4.13 Influence of staff training by NGO's on sustainability of community peace projects

Table 4.11

Statements	N	Mean	Std Deviation
Staff Benefit from the Trainings they attend	100	3.5600	0.8912
Staff Trainings are held several times in a year	100	2.5000	1.0777
Staff Trainings have a great Impact on the behaviour change of the employees	100	2.3500	0.9142
We budget for trainings within our projects	100	1.5676	0.2384

This is the first objective of the study which sought to investigate the influence of staff training offered by NGOs on sustainability of community projects. The study shows that most staff with a mean of 3.56 and SD of 0.89 agrees that they benefitted from the trainings offered by their organizations. Average scores of 2.50 with a SD of 1.07 and 2.35 with SD of 0.91 of respondents said that staff trainings are held several times in a year and that staff trainings have great impact on the behaviour change of the employees respectively. Significantly, studies revealed that almost all NGO's don't budget for staff trainings within their projects as evidenced by a mean of 1.56.

The studies have revealed that organisational staff derive a lot of benefit from the trainings they attend especially when they are held several times a year for it contributes

towards their project sustainability. These studies are supported by Lekorwe and Mpabanga, (2007) work when they observed that NGOs in Africa, generally, depend on voluntary staff to run their activities and programmes, and therefore, do not have control over the quality of the staff they recruit. They argued that lack of well trained and experienced staff limit the extent to which NGOs can manage their daily affairs and their capacity to effectively plan, appraise, implement and monitor their activities. These studies are further supported by Atiti (2006). Atiti identifies that qualified and motivated staff are one of the pillars for a sustainable projects and organisation. Similar sentiments were observed by Thomas and Thomas (2000) who argued the need for career planning and training for NGOs personnel as essential for enhancing project sustainability. However, this study has revealed that there is very little connection between staff training and behaviour change. Organizations seems not to deliberately budget and allocate enough resources for trainings.

4.14 Influence of project fundraising activities on sustainability of community Peace project

Table 4.12

Statements	N	Mean	StdDdeviation
The Funding we receive is not enough to finance all our projects	100	5.0000	0.0000
Our organization Sources its funding from International donors	100	4.8900	0.548
Our Funding is well managed centrally	100	2.0400	0.4907
We have robust and efficient financial sustainability plans	100	2.0400	0.4907
Our Organization receives funding from Internal Sources	100	1.1100	0.5485

According to the findings, funding received by NGOs is never enough to finance all their projects as expressed by all respondents who strongly agreed with that statement with a mean of 5.00 and SD of 0.00. Study indicates with a mean of 4.89 and SD of 0.5 that most organizations source for their funding from international donors, their funding is well managed centrally, they have a robust and efficient financial sustainability plans and their organizations receives funding from internal sources with a mean of 2.04, 2.04 and

1.11 respectively. The study found out that none of the organization has enough funds to carry out its activities and they look for external donors for further funding of their projects. Despite sourcing for funding from other donors, most organizations strongly disagreed that they have a robust financial sustainability plans. Very few organizations source for their funds internally.

Based on the findings of NGOs project fundraising activities and its influence on sustainability of community projects, it could be said that all NGOs have a funding problem yet very few have the capacity to fundraise internally. So it can be said that community projects fail on sustainability because they lack adequate funds to sustain them. The study therefore agrees with previous studies that found out that sustainability of community projects is highly influenced by fundraising activities by NGOs such as UNDP (1993) which noted that one-third of NGOs funding come from governments through varied degrees such as subsidies, government grants, and contracting. Some observations were made by Barr et al., (2005) in their study of local NGOs in Uganda where they identified that the NGO sector grants received from international NGOs accounted for nearly half of the total funding in 2001 in Uganda. Furthermore the authors discovered that the local NGOs derived very little revenue from members and non-members, with only 2.5 per-cent of all funding coming from these sources. From this study, it occurred that respondents with a mean of 1.11 strongly disagreed that their NGOs received sourced for funding from their internal sources. These agrees so well with Barr et al, when they mentioned that one-third of NGOs own a business, the profit of which is used to finance NGO activities

4.15 Influence of NGOs sustainability planning process on community peace projects

Table 4.13

Statements	N	Mean	Std Deviation
Our Organization regularly holds meetings to discuss on sustainability of our on going projects	100	1.6500	1.3209
We have a project sustainability working team	100	1.3400	0.8314
The level of the implementation of our sustainability plan is high		1.1900	0.7613
We already have the sustainability plan in place	100	1.1200	0.5908
We have project Sustainability Measuring tools in Place	100	1.3900	0.9199

According to the findings majority of organizations do hold regular meetings to discuss on sustainability progress of their projects with a mean of 1.65. Studies also revealed that most NGOs don't have a project sustainability working team as evidenced by a mean of 1.34. Most respondents strongly disagreed that the level of implementation of their sustainability plan is high as evidenced by a mean of 1.19. Further, the studies indicated that most organizations lack a project sustainability plan and even measuring tools were not available with a mean of 1.1.2 and 1.39 respectively.

The study found out generally that not many NGOs were very much into sustainability planning process within their organization. Studies also revealed that less meetings were conducted by NGOs to discuss on project sustainability issues. Some NGOs didn't even have sustainability plans nor project sustainability tools. The findings are contrary to what Carter(2007) suggested when he said that planning should be carried out frequently in an organization whose products and services are in an industry that is changing rapidly for example planning might be carried out once or even twice a year and done in a very comprehensive and detailed fashion (that is, with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets, etc). (Carter 2007). For most NGO's it is not possible for them to even discuss sustainability issues since they don't even have a sustainability plan in place

4.16 Influence of project monitoring on sustainability of community peace projects

Table 4.14

Statements	N	Mean	Std Deviation
We monitor all our project inputs and outputs from time to time	100	4.5600	0.8565
We do achieve more results with little inputs in our projects	100	3.5000	1.0777
The work we do is always of high Quality	100	3.1600	1.6740
We always monitor to check whether we are arriving at our objectives	100	2.9500	1.4381
We always Implement our projects within the stipulated timeframe	100	2.9100	1.1555
We make project adjustments arising from monitoring recommendations	100	2.8000	1.2552
We always involve the community members during monitoring visits	100	2.7400	1.3455

From the finding above, most organizations agreed that they do monitor their project inputs and outputs from time to time as expressed by a mean of 4.56. Quite a good number of respondents slightly agreed that they achieve more results with little inputs in their projects with a mean of 3.50. However, a significant number of respondents disagreed with the statement that the work they do is of high quality with a mean of 3.16. The study also found out that most respondents disagreed that they always check to see whether they are arriving at their objectives or not, they always implement their projects within the stipulated timeframe, they make project adjustments arising from monitoring recommendations and that they always involve the community during monitoring visits as evidenced with means of 2.95, 2.91, 2.80, 2.74 respectively. Studies conducted to establish how project monitoring by NGOs influence the sustainability of community projects did indicate that indeed majority of NGOs are familiar with monitoring and indeed they do carry out monitoring for their projects however they don't involve communities so often yet community participation is at the centre of project sustainability.

The above studies reveals that most NGOs monitor their inputs and outputs and this can be attributed to the donor requirements and that is the reason why they are able to achieve much with little resources. Studies have indicated that though they conduct a lot of monitoring, the overall monitoring does not in any way influence the sustainability of community projects. This study has revealed that most NGOs at least monitor to check whether or not they are arriving at their objectives. These results are supported by previous studies conducted by Worldbank when it mentioned that Monitoring and evaluation systems are designed “to inform project management of whether implementation is going as planned or corrective action is needed.

A well-designed Monitoring system provides data on the progress of a project and whether it is meeting objectives (World Bank, 2002). WorldBank further advised that project monitoring would be of little or no use if it is not consistently supported by all the stakeholders towards addressing the sustainability issues of the projects (World Bank, 2000) The studies however revealed that only few organizations represented with a mean of 1.74 actually involved communities in monitoring their activities as shown in the table above

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter aims to present a summary of the findings and discussions of the study, conclusions of the study, recommendations of the study and suggestions for further studies. Specifically, the study will highlight how staff trainings offered by NGOs influence sustainability of community projects, it will determine how project fundraising by NGOs influence sustainability of community projects, it will endeavour to establish how sustainability planning process by NGOs influence sustainability of community projects and finally it will determine how project monitoring by NGOs influence Sustainability of Community projects Uasin Gishu County. The study will also in this chapter draw conclusions from the study and make recommendations and suggestions for future studies.

5.2 Summary of Findings

This section examines summary of research findings as per the objectives of the study

5.2.1 Influence of staff training offered by NGO's on sustainability of community peace projects

The study did want to establish the influence of staff training offered by NGOs on sustainability of community projects. The study showed that most staff with a mean of 3.56 agreed that they benefitted from the trainings offered by their organizations. Asked whether staff trainings are held several times in a year, respondents with a mean of 2.50 said no they don't. But on behaviour change, most respondents with a mean of 2.35 said that staff trainings have great impact on the behaviour change of the employees respectively. Significantly, studies revealed that almost all NGO's don't budget for staff trainings within their projects as evidenced by a mean of 1.56. From the findings, the study reveals that the challenge of project sustainability is highly contributed by incompetent staff brought about by inadequate trainings

5.2.2 Influence of project fundraising activities on sustainability of community peace project

On the influence of fundraising activities for project sustainability, all respondents agreed that the funding they received from donors was not enough for them to finance their projects with a mean of 5.00. However, finding out whether they had internal sources of funding, majority of them said they didn't have with a mean of 1.11. Ask about their sources of funding, majority of NGOs respondent with a mean of 4.89 that their funding comes from international donors. Almost all NGOs agreed that they didn't have a financial sustainability plans in place. In essence, the study concludes that the way NGOs fundraise for their projects have a lot of implications on sustainability of community projects s had very few meetings to discuss sustainability plans of on-going projects as represented with a mean of 2.04. Respondents with a mean of 2.04 also noted that they don't have robust financial sustainability plans in place.

5.2.3 Influence of NGOs sustainability planning process on sustainability of community projects

As per the findings majority of organizations revealed that they don't usually hold regular meetings to discuss on sustainability progress of their projects. This was represented by a mean of 1.65. Studies also revealed that most NGOs don't have a project sustainability working team as evidenced by a mean of 1.34. Most respondents strongly disagreed that the level of implementation of their sustainability plan is high as evidenced by a mean of 1.19. Further, the studies indicated that most organizations lack a project sustainability plan and even measuring tools were not available with a mean of 1.12 and 1.39 respectively. The study also revealed that majority of NGOs haven't developed the sustainability measuring tools. This is evidenced by a mean of 1.39.

The study found out generally that not many NGOs were very much into sustainability planning process within their organization. Studies also revealed that less meetings were conducted by NGOs to discuss on project sustainability issues. Some NGOs didn't even have sustainability plans nor project sustainability tools. The studies indicate that projects fail to sustain themselves because not much effort is put into the process.

5.2.4 Influence of project monitoring on sustainability of community peace projects

The study has revealed that most organizations do participate in the monitoring their project inputs and outputs from time to time as expressed by a mean of 4.56. These is an indication that most NGOs take project monitoring seriously. A number of NGOs agreed that they achieve more results with little inputs in their projects as represented by a mean of 3.50. However, quality seems to be a big issue for most NGO's as represented by a mean of 3.16. The study also found out that most respondents didn't actually bother to check whether they were arriving at their objectives or not as evidenced by a mean 2.95. The study also found out that NGOs as represented by a mean of 2.91 don't usually implement their projects within the stipulated timeframe. It was also found out that 2.80 of the organizations don't make adjustments arising from monitoring recommendations. With a mean of 2.74 the study found out that NGOs don't usually involve community members during monitoring visits.

Studies conclude that NGO don't do so well on project sustainability since they plan poorly, they don't involve the community during project monitoring visits. Projects lagged behind schedule and this is attributed to poor planning by NGOs.

5.3 Conclusion

5.3.1 Objective One: How staff trainings offered by NGOs influence sustainability of community peace projects in Uasin-Gishu county.

From the findings of this study, it can be concluded that staff training plays a very big part on sustainability of community projects for NGOs working in Uasin Gishu county. Staff training equips the NGOs staff with the much needed skills and knowledge to carry out the work assigned to them. However, despite the trainings being conducted, many staff expressed the opinion that they are not adequate and hence they don't benefit much from them. Studies have also revealed that most NGOs don't budget adequately for staff training components.

5.3.2 Objective two: NGOs Project fundraising and its influence on sustainability of community peace projects in UasinGishu county

On project fundraising for sustainability of community projects, the study came out strongly that all organizations heavily relied on donor funding to sustain their projects. Very few NGOs have the capacity to source for funding internally. Further, most NGOs don't have financial sustainability plans in place hence making it impossible to plan

effectively. Most NGOs don't have the much needed structure that can enhance accountability, reporting, planning and even source of income to the organization. Some NGOs have only one staff who can hardly manage the day to day operations of the organizations. In this regard, funding affects to a very great extent the status of the sustainability of the projects.

3.2.3 Objective three: NGOs sustainability planning process and its influence on sustainability of community peace projects in Uasin-Gishu County

On sustainability planning process by NGOs, the study has revealed that most NGOs are very poor in planning. Most don't even have a strategic plan nor teams that are in charge of sustainability planning process. This process is so important and NGOs have not been taking it seriously. The study has shown that even for those organizations that have sustainability planning teams, they don't have the project sustainability tools. In my view, just like the way NGOs have monitoring and evaluation tools, they should as well have the sustainability planning tools.

5.3.4 Objective Four: Project monitoring by NGOs and Sustainability of Community peace projects UasinGishu County

Studies have revealed that most NGOs have monitoring aspects within themselves and indeed they do carry out monitoring of their projects. Most NGOs have been conducting monitoring on a regular basis however, the community members have always been left behind. Also from the study, most NGOs do make some recommendations emanating from the monitoring visits in order to check whether or not they are arriving at the objectives. This process ought to include all the stakeholders involved in the project.

5.4 Recommendations

The following recommendations were made for the study

1. NGO's need to deliberately budget and allocate adequate resources to facilitate staff trainings to enhance community projects sustainability
2. NGO's must look for ways of diversifying their sources of income and should not depend fully on donor funding
3. The study recommends that NGO's should purpose to develop their own project sustainability processes which are distinct from their strategic plans.
4. The study recommends that community participation during project monitoring should be given a first-hand priority by NGOs for purposes of sustaining their projects.

5.5. Suggestions for Further research

The study suggests further research to be done on the following:

1. A research should be carried out to establish the influence of donor funding on NGO's consortiums formation in Kenya
2. The level of Influence of county government development agenda on the sustainability of Non governmental Organizations community projects

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APPENDIX I: PROJECT RESEARCH SCHEDULE.

Below is the estimated time schedules to be observed by the researcher. It is an important tool that helps the researcher to stay on Schedule.

No	Activity	Duration	Period
1	Proposal writing	2 months	Feb-March 2016
2	Data Collection	2 Months	April-May 2016
3	Data Analysis	1 month	June 2016
4	Report writing	2 weeks	July 2016
5	Submission of Draft report		July 2016

APPENDIX II. KREJCIE AND MORGAN (1970)

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX III: QUESTIONNAIRE FOR NGO'S STAFF

Instructions

This questionnaire is designed to gather research information on Influence of Non-Governmental Organizations activities on Sustainability of community projects in UasinGishu county. For each section, kindly respond to all items using a tick [] or filling in the blanks where appropriate. You are requested to complete this questionnaire as honestly and objectively as possible.

SECTION A: BACKGROUND INFORMATION OF RESPONDENTS

1 What is Your gender

Male () Female ()

2. Your age bracket

Less than 20 years () 21 – 30 years () 31 – 40 years () 41 – 50 years ()
51 years and above ()

3. What is Your education level

Primary () Secondary () College () Degree () Masters () Any other
(specify)

4. Your designation (Please tick appropriately)

Project Manager ()

Project staff ()

Sub County peace committee ()

5. Your work experience

Less than 1 year () 1 – 5 years () 6 – 10 years () 11 – 15 years () 15 – 20
years () 20 years and above ()

SECTION B: STATUS OF PROJECTS SUSTAINABILITY

6 Services offered by your Organization (Specify service offered by ticking any of the following)

Services	Tick
Humanitarian Support	
Relief and Rehabilitation services	
Water, Health and Sanitation	
Environmental Conservation	
Emergency Interventions	
Peace and Conflict Resolution	
Democracy and Human rights	
Sports and Culture	
Orphans and Vulnerable children	
Others(Specify)	

7. (a) How long has the project been operating?

1 year and below () 1-4 years () 4-8 years () 8 years and above

(b) Justify your choice above

8 (a) Specify the number of full time employees involved in your project

1-5 () 6-10 () 11-15 () 16-20 () 21-25 () 26 and above ()

(b) Specify the number of volunteers involved in your project

1-5 () 6-10 () 11-15 () 16-20 () 21-25 () 26 and above () None ()

9 (a) Specify to what extent you agree with the following statement regarding the Sustainability of community projects.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	Project beneficiaries are satisfied with the project					
2	We involve Beneficiaries in project maintenance procedures					
3	Our projects have a lot of support at the community level					
4	Our projects have community participation components.					
5	Communities are always involved in decision making processes concerning their projects.					
6	The project has the potential to survive after the funding period has ended.					

SECTION C: INFLUENCE OF STAFF TRAINING OFFERED BY NGO'S ON SUSTAINABILITY OF COMMUNITY PEACE PROJECTS

9 (a) Specify to what extent are the following statements true regarding your project staff training.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	Staff Trainings are held several times in a year					
2	Staff trainings held are relevant to the jobs assigned to employees					
3	Staff benefit from the trainings they attend					
4	Staff trainings have a great impact on the behaviour change of the employees					

SECTION D: INFLUENCE OF PROJECT FUNDRAISING ACTIVITIES ON SUSTAINABILITY OF COMMUNITY PEACE PROJECT

10. Indicate the extent to which you agree about the influence of project funding on the sustainability of community projects.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	Our organization sources its funds from international donors					
2	Our Organization receives funding from internal sources					
3	The funding we receive is not enough to finance all our projects					
4	Our funding is well managed centrally					
5	We have robust and efficient financial sustainability plans					

SECTION E: INFLUENCE OF NGO SUSTAINABILITY PLANNING PROCESS ON COMMUNITY PEACE PROJECTS

11. Indicate to what extent you agree about the influence of NGO sustainability planning process on sustainability of community projects.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	We have a project sustainability working team					
2	We already have the sustainability plan in place					
3	Our organization regularly holds regular review meetings to discuss on sustainability of our ongoing projects					
4	The level of the of implementation of our sustainability plans is high					
5	We have project sustainability measuring tools in place					

SECTIONF: INFLUENCE OF PROJECT MONITORING ON SUSTAINABILTIY ONCOMMUNITY PEACE PROJECTS

12. Indicate to what extent you agree or disagree about the influence of monitoring on the sustainability of community projects.

Use the scale where 5= Strongly Agree (SA), 4= Agree (A) , 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree(SD)

	Factor	1	2	3	4	5
1	We monitor all our project inputs and outputs from time to time					
2	We do achieve lot of results with little inputs in our projects					
3	The work we do is always of high quality					
4	We always implement our projects within the stipulated time frame					
5	We always monitor to check whether we are arriving at our objectives					
6	We make project adjustments arising from monitoring recomendations					
7	We always involve the community members during monitoring visits					

Thank You for your Participation

APPENDIX V: KEY INFORMANTS INTERVIEW SCHEDULE

1.What is your Job Title/Designation

2.How long have you worked with your Organisation

3.What services does your organization offer to the community

4.How Long has your projects been operational

5.How many full time employees do your organization has

6.How many volunteers does your organization has

7.Who are your target group

8.What can you say about your project sustainability

9.What role does staff training play on sustainability of community projects

10.How does Funding activities influence your projects sustainability?

11.Do you have a sustainability planning team and what role do they play?

12.Explain how monitoring is key to your project sustainability

The End.

Thank You for participating