

**PROJECT MANAGEMENT CAPABILITIES AND SUSTAINABILITY OF
PASSENGER TERMINALS OF AVIATION INDUSTRY IN NAIROBI
METROPOLITAN, KENYA**

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UNIVERSITY**

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DECLARATION

This research project is my original work and to the best of my knowledge has not been presented for a degree in any other university. No part of this should be published without permission of the Author and / or Kenyatta University.

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I confirm that the work in this project was carried out by the candidate under my supervision and guidance as the appointed university supervisor

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ABBREVIATIONS AND ACRONYMS

AMREF	African Medical and Research Foundation
APM	Association for Project Management
CEO	Chief Executive Officer
CSP	Corporate Sustainability Performance
HRM	Human Resource Management
IPMA	International Project of Management Association
JKUAT	Jomo Kenyatta University of Agriculture and Technology
JKIA	Jomo Kenyatta International Airport
KAA	Kenya Airports Authority
M & E	Monitoring and Evaluation
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental
PM	Project Management
PMBOK	Project Management Book of Knowledge
SPSS	Statistical Package for Social Sciences
WCED	World Commission on Environment and Development
WBS	Work Breakdown Structure

OPERATIONAL DEFINITION OF TERMS

Project :	Temporary organization that is needed to produce a unique and predefined outcome or result at a pre- specified time using predetermined resources.
Project Management:	Application of knowledge, skills, tools and techniques to project activities to meet project requirements
Sustainability:	The capacity of a project to stay beyond an external funding period and giving benefits it is intended to give without support given by the funders.
Aviation Industry:	Refers to the business sector involved almost all aspects of air travel and the activities that help to facilitate it.
Management Skills:	Monitoring functions involving development of strategic plans to anticipate future resource needs, resource availability and making contingency plans in the event of unforeseen circumstances.
Budget Allocation:	It is a formal written plan for future operations, including the expected levels of sales, expenses, net income, cash receipts and cash outlays. A financial process that help in partitioning decision rights and provide a benchmark against which performance and the healthiness of the organization can be measured.
Stakeholder Participation:	Refers to a person or group or organization that has direct or indirect interest or concern in the organization and or may positively or negatively affect or be affected by the outcomes of project.
Staff Training:	Equipping staff involved in airside and groundside operations with supervisory roles and excellent understanding of health and safety management issues, control hazards and risks common in aviation industry effectively.

ABSTRACT

Meeting passengers comfort is increasingly becoming a competitive factor for airports. The goal of terminals is providing information to passengers, where and when they need it. Each service point, from check-in through security check to boarding. The purpose of an airport terminal is to maximize the efficiency of the inbound and outbound flows of passengers. Automation and digitalization to adhere to rapidly changing regulations and travel requirements are crucial to give passengers the confidence and control to travel efficiently and reduce processing times to acceptable levels. Failing to keep pace with demand will mean worsening congestion and the risk of delay in many parts of the global airline industry. Jomo Kenyatta International Airport (JKIA) and Wilson Airport within Nairobi metropolitan being the network hub in the region, have created substantial impacts on the traffic handled by these airports. The importance of Nairobi metropolitan airports is in their centrality as an origin and destination gateway to a surrounding region and its intermediacy within the region as an interchange between different regions. This implies that the upgrading and expansion of terminals as well as airside facilities was an urgent requirement to meet the current demand and provide for future growth. The interventions proposed were expected to increase the efficiency and capacity of the airports and to hasten attainment of the Kenya Vision 2030. In June 2015, a new, fully functional terminal building at JKIA became operational. Most facilities at the Wilson airport have only had minor facelifts since the airport was put up during the colonial era. The specific objectives of the study will be to establish the effect of stakeholder participation and involvement, management skills, budget allocation and staff training on sustainability of passenger terminals in Nairobi metropolitan. The study will utilize four theories; resilience theory, stakeholder theory, program theory and instrumental. The study will use descriptive survey research design by selecting staffs of Kenya Airports Authority (KAA) at JKIA and at Wilson Airport. The target population will be 85 staffs working for KAA, committee board members and managers. Stratified random sampling will be used to select a sample size of 80 respondents. Pilot study will be conducted where content and construct validity and reliability of research instruments will be determined. Primary data will be collected by use of questionnaires. Descriptive analysis will involve percentages and frequencies while inferential analysis will be done using regression model.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Over the last couple of decades, the concept of sustainability has gained widespread recognition and importance. There has been an increased pressure on business organizations to expand their performance criteria from economic performance for shareholders, to sustainability performance for all stakeholders (Visser, 2012). Indeed, Kennedy (2020) suggests that strategies that solely focus on shareholder value are no longer viable. A growing change of mindset is needed, both in consumer behavior, as well as in corporate policies to answer, “How can we develop prosperity without compromising the life of future generations?” (Silvius. 2012). Over the past few years, business corporations have been looking for either ways to integrate sustainability perspectives in their marketing, corporate communications, annual reports, and in their actions proactively or reactively (Holliday, 2001). From an organizational viewpoint, sustainability implies “adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be needed in the future” (Deloitte & Touche, 1992). The heightened stakeholders' expectations for organizations to embrace additional social responsibilities and improve their social performance has been reported by scholars (Ngai, Chau, Lo, & Fong Lei, 2013; Lindsey, 2011). In Ngai. (2013) it is acknowledged that a growing number of both customers and investors expect companies today to disclose their sustainability responsibility activities, for example their environmental protection efforts (Bayoud & Slaughter, 2012).

However, despite the growing academic interest, existing literature mainly focuses on the effect of corporate sustainability performance (CSP), reporting, and measurement of CSP (Wood, 2020). This paper seeks to understand the dimensions of sustainability based on two relationships while adopting a project management lens across the whole aviation industry in developing economies.

As expected, the professional bodies of project management have realized early on, the importance that sustainability has in relation to projects (Gareis, Heumann, & Martinuzzi, 2010; Silvius, van der Brink, and Kohler, 2019). For instance, at the Project Management Institute's (PMI) Global Congress 2018, Europe, Russell (2018) articulated extensively, the implications of Corporate Social Responsibility (CSR) for project managers. It was proposed that a project manager is in the frontline of new or changed activities within an organization and thereby is perfectly placed to affect and influence the organization's processes and operations towards more sustainability. In essence, the project manager role inherently demonstrates heightened responsibility (Russell, 2018). Similarly, the Association for Project Management (APM) states that “the planet earth is in a perilous position with a range of fundamental sustainability threats” and “project and program managers are significantly placed to make contributions to sustainable management practices” (APM, 2016). Similarly, the International Project of Management Association (IPMA) stated that a key development in the project management profession is the responsibility for sustainability required from project managers (McKinlay, 2018).

Considering these positions, it is evident that project managers are prompted by professional bodies to broaden their role and to advance from 'doing things right' to 'doing the right things.' Project managers are required to take ownership of project

outcomes, including the sustainability measures of projects. However, exactly how the project manager is likely to do this is not clear from the statements of the professional project management bodies. There are subtle differences in the various statements of the professional bodies, but in essence, project managers are responsible for both sustainable project management as well as managing projects for sustainability. Sustainable project management or greening project management practices involves responsible use of resources, and managing projects for sustainability relates to use of projects to support future changes.

Therefore, not only has the project managers' responsibility expanded in their mono-organization and their own practice, but also to ensure sustainability cohesion across the services involved in the project. Many scholars highlight projects as temporary organizations, which bring about some kind of change to business organizations, their products, services, policies, or assets (Lundin & Soderholm, 1995; Turner & Muller, 2003). Subsequently, it can be stated that a sustainable society necessitates sustainable projects. Although this connection between sustainability and project management was clearly established by the World Commission on Environment and Development (WCED) a couple of decades ago (WCED, 1987), the standards for project management are still inadequately addressing the sustainability agenda (Eid, 2009). Thus, the association between sustainability and project management is considered an emerging field of study in business management (Gareis et al., 2009).

Numerous factors affect a project's success and performance. It is often difficult for managers to choose those that are most vital in improving the success of a project (Schieg, 2009). As the business environment is highly competitive and complicated,

success factors for a project are likely to be relative to the industry the project is aimed at and the objectives that the individual project is trying to achieve. Efficiency, cost, and time management are all vital within a project or any business, and managers are always aiming to reduce the cost and time allocated to each project, while also aiming to increase efficiency, productivity, and turnover (Shrivastava & Berger, 2010). Of course, other factors affecting project success have been underlined; such as the involvement and decision power of leaders and managers, the skills of staffs, the organizational culture practiced during the project, the level of teamwork shown by the team, and many others (Eid, 2009). This can also, in turn, have an impact on the budget and time of the project, which has been widely highlighted under the agenda of project management. However, it is generally considered that projects, which are completed within budget and on time, are successful. It is evident from the definition that project management performance metrics or success factors are tangible, measurable, and centered on the idea of scope, time, budget, and quality; which have been the traditional focus of practice and success factors. So, how does sustainability fit in? Reconciling the conflicts of project performance success and the contemporary social, economic, and environmental business concerns of sustainability (Talbot & Venkataraman, 2011) presents an interesting evolution of project management. Adding to this is an inherent complexity of multiple projects, high-level programs, and portfolios; so, a need to strategically evaluate whether project management methodologies have sustainability embedded in them and down to the individual project levels is evident.

There is no doubt that there is an increasing awareness of sustainability principles and social pressures upon businesses, especially in the aviation industry. Multiple passenger

terminals of aviation industry companies have announced programs to try to become more sustainable in the coming years. While this does demonstrate a positive trend, it is alleged that businesses may not be implementing sustainability in their project specifications as adopting a socially responsible approach, but rather as a “less unethical” approach.

Kenya Airways was established in February 1977 following the break-up of the East African Community and subsequent disbanding of the jointly owned East African Airways. Kenya Airways mission is to provide highest level of customer satisfaction, enhance highest safety standards and maximize employee satisfaction. To achieve this, the company has over the years invested in different projects that will improve its performance and its customer satisfaction. The organizations has undertaken the Pilot training programme The airline set up a training center called the Pride Centre that offers engineering, cabin crew and passenger handling skills at its Embakasi headquarters. Kenya Airways also sends Ab-initio pilot recruits to training schools at Port Alfred in South Africa and Addis Ababa in Ethiopia (Kenya Airways, 2014). The Airline has also been involved in Aircraft acquisition projects that have seen it acquire the Boeing aircraft that made it possible for them to serve more of its customers.

The PESTLE macro environment is made up of uncontrollable factors that affect the project on a long-term basis, and may not have a direct impact on the daily project operations but will indirectly influence it (Maqutu, 2015). Pirie (2014), at the more micro level there has also been little stability in Africa's passenger terminals of aviation industry markets with continual turnover of passenger terminals of aviation industry; for example, thirty-one ceased to provide services in sub-Saharan Africa between 2001 and

2007, and of the thirty-seven passenger terminals of aviation industry launched between 2002 and 2012 across Africa as a whole, all failed (Heinz and O'Connell, 2013).

Management of projects is a very important and critical issue, and best practices require that project be monitored and evaluated for control. Stakeholders of the project require transparency, accountability for resource usage and impact good project performance. This also calls for management skills for effective decision-making, training of staff that are involved in handling the project, equitable distribution during resource allocation (Kitur (2016). Whereas the importance of itemized project budget is a necessity, the actual allocation and prioritization of management budget to gauge sustainability of passenger terminals of aviation industry calls for more attention. Despite budget related performance based developments, project are still characterized by poor performance, maintenance and sustainability (Nzekwe, Oladejo & Emoh, 2015). Therefore, concerns have emerged whether allocation of management budget contributes to better project performance

Sustainability of projects have not been researched widely, for example in Ghana, Okun (2015) investigated the factors contributing to sustainability of projects such as inadequate financial resources, inexperienced work force and ineffective engagement during project development process. A study by (Ngetich, 2009) who observed that most projects did not function to full capacity and recommended for more study to be done on the influence of budget allocation on their sustainability, Imunya (2014), found out that sustainability of project is determined by strategies like monitoring, technology adoption, financial resources and staff training. The researcher recommended stakeholder involvement and project sustainability. Lastly, Elimelech (2014) observed that in many

Sub-Saharan Africa funded project, stakeholders have failed to be involved in making critical decisions that directly affects their project. This is raising concerns as to whether it is possible reasons as to why many project have failed after the sponsor withdraw their support.

The main contribution of this paper is the development of a theoretical evaluation framework, using a formal methodology and empirical research to score sustainability readiness in product and services projects in aviation industry in developing economies. Our interest in developing economies is due to the fact that these countries appear to be slower in adopting sustainability approaches due to the high cost of conformity and low level of interest at the local level (Gulger & Shi, 2009); Lund-Thomsen & Nadri, 2010). This paper is prepared as follows: First, a brief introduction of sustainability as a business performance measure within projects is provided. Subsequently, the study aims and objectives are stated and the research methodology approach used is described. Thereafter, a discussion on the findings is included and the theoretical and practical contributions of the proposed framework for scoring sustainability are considered. Finally, the paper concludes with suggestions for future research.

1.1.1 Sustainability of Passenger Terminals of Aviation Industry

Sustainability implies, firstly, a shift of scope in the management of business: from managing time, budget and quality, to managing social, environmental, and economic impact. Secondly, it implies a shift of paradigm of business management: from an approach that can be characterised by predictability and controllability, to an approach that is characterised by flexibility, complexity and opportunity. Thirdly, considering sustainability implies a mind shift for the business manager: from delivering requested

results, to taking responsibility for the company's sustainable development. With these findings, the practices and standards of business management can be established further to address the role good practice play in creating sustainable business. Consequently, a clearer understanding of how the macro environment affects airline operations will help management devise strategies to strategically navigate out of sustainability challenges and thereby boost growth (Budd, Francis, Humphreys & Ison, 2014).

Nabifwo and Kimutai (2017) carried a study on sustainability of community based and managed water sanitation and health projects in Kenya, which remains a challenge. This study sought to investigate the factors influencing sustainability of water sanitation and health projects implemented by AMREF in Nairobi County-Kenya. A descriptive sample survey was used to describe the findings on sanitation and health project as they are on the ground without bias in selected households in Kibera slums in Nairobi County. A target population of 10,515 respondents was targeted. The researcher selected a sample of 433 from the target population using stratified random sampling.

The study found that that there is a significant positive influence of community participation, technical expertise, funds utilization and political factors on sustainability of sanitation and health project. The study therefore recommends that the policy makers should ensure that the policies are favourable to the private sectors to make them have the will to participate in the project. The study also recommends that all the staff should be regularly trained to acquire the right skill to enhance expertise in execution of responsibilities. The research suggests that the same studies should be conducted on the other parts of the country to enhance better sustainability of sanitation and health project in all parts of the country.

Project turnaround or turnaround management is the process of transforming a loss-making project into a profit making. It is simply the method to project renewal that is aimed at saving a troubled corporation and rectifying all those mistakes and wrong steps that can lead to a profit-generating situation again. A turnaround is the reversal of falling results in sales and profits through fundamental change. Typical turnaround activities include selling assets, closing some product lines and building others, adjusting the work force, competitive repositioning, new pricing, operations improvement, and refinancing. The goal is to buy time to transform the project so it can support itself.

The principal aim of any project turnaround is to remove the project quickly from any immediate danger of going into liquidation, and to focus on activities and tasks that restore project value. In order to achieve this, past literatures indicate six broad stages that a project in a turnaround situation will need to go through and management change comes as the first stage of paramount importance (e.g. Jeyavelu, 2019; Lohrke et al., 2018).

A project often bring in an external turnaround specialist or a new Chief Executive Officer (CEO) specifically to make the challenging and controversial decisions required to restructure the project. While project demise has increasingly become a reality, Chief Executives and the Boards have not learned to live with it. Sadly, such demise brings with it financial and non-financial stress and difficulties to stakeholders. Over the past three decades, liquidation, discontinuance, bankruptcy and mortality studies, like many other branches of management, have coined specialized nomenclatures and approaches to describe project failure and its consequences (e.g. Cochran, 2016). Project collapse/demise has either been sudden or gradual and a myriad reason (some similar and

others dissimilar) have been put forth to explain these demises/failures. Montuori (2020), for example, attributes project mortality to uncertain environments that are fraught with turbulence, inability to adopt to change, uncertainty and turbulence.

Research conducted on the study of decline, has focused on how to recover, how to turn around the failing project than to explain why the understanding of the roots cause of the problem. Scholars and practitioners simply have not focused on the area of strategic leadership and its relation to project turnaround, despite a growing interest of researchers and practitioners in examining the subject of projects turnaround and turnaround mechanisms (Khelil, 2016).

1.1.2 Project Management Capability

The project management body of knowledge (PMBOK) is a standard for managing most projects. It is an inclusive term, which describes the overall knowledge within the profession of project management. It includes proven tools and techniques used to manage project management processes towards successful project outcome (PMBOK, 2008). The Body of knowledge is evolving from the PMI's PMBOK guide, which identifies and recognizes good practices. The body of knowledge identifies key knowledge areas of project management skills and activities that every practitioners need to know and master in order to become fully trained in their profession. This knowledge area encompasses a broader overview of the project management processes. There are nine knowledge areas according to PMBOK guide

1.1.2.1 Project Scope Management

The project scope management includes four critical activities; Scope definition, Work breakdown structure (WBS), project delivery plan and scope change control. Scope

project management is practiced in a standardized way to all projects carried out. A good scope management ensures that the scope is well defined and communicated clearly with all stakeholders.

1.1.2.2 Project time Management

The time management like in scope change management is framed into four key activities; estimating the duration of project work packages, estimating the resource requirements, project scheduling (including sequencing and prioritizing) and time change control.

1.1.2.3 Project cost Management

Project cost management includes processes for cost estimation of work packages, project cost plan and cost change control as main activities performed in project cost management.

1.1.2.4 Project Quality Management

Quality management in the context of project includes activities by which the performing organization defines and implements quality policies, objectives, standards and responsibilities to satisfy the needs for which it was undertaken. Quality planning, quality assurance and quality control are the main processes in project quality management. This knowledge area is important as outputs of different project management processes are measured against some predetermined standards.

1.1.2.5 Project Human Resource Management

Human resource management is core element of the project management knowledge areas and critical for project success. It is the process required to make the most effective

use of the people competence for a project. Project HRM includes customers, sponsors, project stakeholders, project team members, individual contributors and others. According to PMBOK 2008, HRM has three main processes: Organizational planning: concerned with identifying, documenting and assigning project roles, responsibilities and reporting relationships (individuals and groups). Staff acquisitions: concerned with getting the required human resources and assigned to handle project. Team development: concerned with enhancing the ability of the stakeholders and team both in management and technical aspects.

1.1.2.6 Project risk Management

Project risk management is the process concerned with identifying and responding to project risk. Risk management maintains a balance of focus on threats and opportunities and with proper management actions; the likelihood of identified risks can be reduced or eliminated. The project risk management includes risk identification, risk analysis, risk response and contingency plans and risk ownership.

1.1.2.7 Project Communication Management

Project Communication Management provides critical links among people, ideas & information necessary for project success. It includes deciding who needs what information and to what level of detail and in what media and period. It is the most important component of the project management knowledge areas, which ensures project information, are timely generated, collected, stored, distributed and disseminated according to the formal communication plan.

1.1.2.8 Project Procurement Management

Project procurement management also known as Contract Management. It involves processes required to acquire goods and services from vendors. It is also concerned with procurement planning, soliciting bids for products and services, selecting potential vendors, contract administration and contract closeout.

1.1.2.9 Project Integration Management

This knowledge area is used to integrate the outputs of other project management body of knowledge for project planning process and creation of consistent, comprehensive and well-designed project processes and activities and coordinating of the various activities of the project planning, execution and control of the project

The integrated project plan, is the outcome and it consists of Project charter, description of PM strategy, Scope statement (project deliverables and objectives), WBS, Cost estimates, Scheduled start/finish dates, Responsibility assignments, Performance measurement, Milestones schedules, Key staff required, Key risks, Constraints, Assumptions, Subsidiary management plans and other Supporting details (outputs from other planning process not included in the project plan, documentation of technical details and relevant standards).

1.2 Statement of the Problem

This study has a firm belief that integrating sustainability in passenger terminals of aviation industry would result in a greater value-adding effect for their customers and an enhanced competitive advantage. This requires supportive functions and methods that help project managers to raise sustainability questions, issues and offer solutions. A neglect about the sustainability concept seem to exist because, passengers complain of

mistreatment by Airport officials and baggage handlers, lost items, unpredictable long check-in lines are reported on a daily basis, resulting in limited sustainability of passenger terminals of aviation industry.

1.3 Research Objectives

The following objectives directed the present research.

1.3.1 General Objective

General objective is to investigate the relationship between Project Management capabilities on Sustainability of Passenger Terminals of Nairobi metropolitan, Kenya.

1.3.2 Specific Objectives

The study will be guided by the following specific objectives

- i. To determine effect of management skills on sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya
- ii. To evaluate influence of budget allocation on sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya
- iii. To establish relationship between stakeholder participation and sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya
- iv. To determine effect of staff training on sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya

1.4 Research Questions

- i. What is the effect of management skills on Sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya?

- ii. What is the influence of budget allocation on Sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya?
- iii. What is the relationship between stakeholder participation and sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya?
- iv. What is the effect of staff training on Sustainability of passenger terminals of Aviation Industry in Nairobi Metropolitan, Kenya?

1.5 Significance of the Study

This study will be of significant interest to public sectors, state corporations, private sectors, academicians, researchers, policy makers, and both project internal and external stakeholders depending on their interest as follows. County governments and public sector organizations will use management techniques for efficient service delivery and also to achieve profits such as increased efficiency and cost savings in government project and improved transparency (to reduce corruption) in their services delivery. Effective Monitoring Practices support project and programs implementation with accurate, evidence-based reporting that informs public sectors management and decision-making to guide and improve their performance and project sustainability.

To increase knowledge and skills to project coordinators or managers and Local communities about guidelines on management practices in order to follow in the mitigation of challenges facing passenger terminals of aviation industry. The beneficiaries of the research will be for the project managers and project coordinators, local passenger terminal and stakeholders. Findings of the study will be provided to project to assist them to understand the importance of management on sustainability of passenger terminals of aviation industry at In Nairobi Metropolitan, Kenya. To academic

fraternity, the study will enable them understand monitoring dimensions and open up opportunities for further research in monitoring and evaluation field and contribute to the body of knowledge through diversity ideas to narrow the research gap in the area of monitoring.

1.6 Scope of the Study

The study's objective will be to investigate the effect of management techniques on sustainability of passenger terminals of aviation industry in Nairobi Metropolitan, Kenya. The study variables will be management skills, budget allocation, stakeholder participation and staff training. The study will target 85 respondents comprising of key stakeholders, board committee members, operational staffs working in the project, and project managers. Pilot study will be done at In Nairobi Metropolitan, Kenya. The study will use both quantitative and descriptive research design and the will be done between May and June 2023.

Political science and business management theories alike highlighted concerns toward balancing economic growth and social wellbeing (Dyllick & Hockerts, 2002). The WCED (1987) defines sustainability as an all-encapsulating development and performance approach from a social, environmental, and economic perspective. From an environmental perspective, Ekins (2012, p.637) defines sustainability as “the maintenance of important environmental functions, and hence the maintenance of the capacity of the capital stock to provide those functions.” In the project environment, sustainability is viewed as the management of change in policies, assets, or organizations, ensuring that the social, environmental, and economic impacts of the project are

addressed for current and future generations (Silvius, Schipper, Planko, van der Brink, & Kohler, 2012a).

Fueled by the WCED (1987) and similarly, by the 1992 Rio Earth Summit, there is a widespread acknowledgement that none of these goals (economic growth, social wellbeing, and a smart use of earth's natural resources), can be achieved without influence, and hence, considering the other two (Keating, 1993). With the general acknowledgement of this phenomenon, sustainable development has become one of the most critical challenges of modern times. Elkington (1997) identified sustainability as the “triple bottom line” or “Triple-P (People, Planet, Profit)” concept: proposing balance or harmony among the economic, social, and environmental sustainability elements. Based on these aforementioned conceptions and standards, different researchers have identified diverse key elements, or principles for sustainability

1.7 Limitation of the study

The researcher anticipates the following limitations; the key informers might not be willing to disclose all the necessary information due to conflict of interest but this will be overcome by the researcher visiting and explaining the reasons and value of the study to all respondents prior to data collection. This will enable the researcher collect the necessary data. Personal administration of the questionnaire by the researcher also will help overcome the limitation of low literacy level of most local passenger terminal convenient and efficient airport transport services users as the researcher will be able to explain to them the questions as they give answers.

1.8 Organization of the Study

The study is organized in 5 chapters, structured as follows: chapter One covers various items including the Background of the research, the statement of the research problem, outlining of the research objectives both general and specific objectives, then Research questions, Justification of the research, Limitation and organization. Chapter Two, covers several aspects like; Theoretical review, the field of sustainability in project management is presented through relevant literature and previous research, providing a theoretical framework used in the analysis. Empirical review summary of research gaps and Conceptual framework. Chapter Three includes Research methodology, research design, target population, Sampling design and procedures, Variables and Measurement procedures, Methods data collection, data collection instruments, and lastly data analysis and presentation. The chapter also account for the quality of study and essential ethical considerations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter gives a review of the literature related to management techniques on sustainability of passenger terminals of aviation industry. The chapter commences by giving a theoretical framework and looks at the theories that relate to the study objectives. The chapter also gives the conceptual model that shows the relationship between the dependent and independent variables. It then presents the research gaps and a summary of the literature review.

2.2 Theoretical Review

This section discusses the theories that the study will use that include resilience theory, stakeholder's theory, programs theory and instrumental theory.

2.2.1 Resilience Theory

The concept of project sustainability can be explained from the idea of resilience theory. Resilience in the context of human being is the ability of a system to adapt itself to changing environment the process of learning, innovation and transformation (Norton, 2005). Resilience is essential for prosperous development of communities. Decision making in the context of sustainable developmental, project must acknowledge space-time relationships in the dynamism of economic, social, and environmental factors (Norton, 2005). A system in resilience is one that has the following three characteristics; the capacity to absorb disturbance and remain within the same domain or state, capable self-organizing itself and has the ability to increase the capacity to learn and adapting (Carpenter, Walker, Anderies and Abel 2001).

Applied to passenger terminals of aviation industry, a sustainable project is one capable of withstanding social economic challenges, is able to provide same level of services despite changes in its environment and has the capacity to even embrace changes and improve. The viewpoint of resilience emphasizes “the need for persistence” that has connection with sustainable development, which has the objective of creating and maintaining prosperous social, economic, and ecological systems (Berkes and Folke, 2003).

2.2.2 Stakeholder Theory

Stakeholder theory looks at the relationships between an organization and others in its internal and external environments. It also looks at how these connections influence how the project conducts its activities. Think of a stakeholder as a person or group that can affect or be affected by an organization. Stakeholders can come from inside or outside of the project. Examples include customers, staffs, stockholders, suppliers, non-profit groups, government among many others. One of the most important contributors to stakeholder theory is Edward Freeman: Stakeholder Approach (1984). The core idea of stakeholder theory is that organizations that manage their stakeholder relationships effectively will survive longer and perform better than organizations that do not.

The theory suggests that a firm should pursue strategies that consider the parties affected by decisions while trying to minimize damage or maximize benefits to the representative groups (Freeman 1984). This calls for governments to think beyond financial performance but have obligations towards society and its constituent groups, (Jones, 1980). In this interplay management go beyond the traditional fiduciary duties to shareholder and extend to the customers, staffs, suppliers and neighboring communities

(Jones, 1980). Clarkson (1995) perceived the firm as a system of stakeholders considered as a legal entity, which operates for the benefit of the society. He held that the purpose of the firm was to create wealth or value to the equity holders and stakeholders.

The management in particular has to meet the different needs of stakeholders, particularly when development project are introduced (de Brito et al., 2008). According to Boyne (2002, public project are owned collectively by members of political communities and this comes with the pressure to meet the interest of all stakeholders. Governments usually create environmental regulators as governmental agencies that have the authority to formulate project requirements and inspect the project compliance to those requirements and those that fail to comply risk incurring non-compliance penalties (Henriques & Sadorsky, 1996) and having their operating permits recalled and the operations closed. In aggregate, the above views point to the fact that there is a positive relationship between stakeholder pressures and the effectiveness of management. The above theory relates to stakeholder involvement on management on sustainability of passenger terminals of aviation industry.

2.2.3 Program Theory

Mark (1990) proposed the theory and its evaluation capacity has grown and developed over the past decade. The theory proposes that a program/project should be well designed to achieve its intended benefits and outcomes to the target beneficiaries. Similarly, the theory explains the extent to which interventions in project formulation and implementation are understood and their contribution to achievement of program/project's intended long-term impacts on beneficiaries. The theory provides a

framework that brings together existing aspects of a project /program and clarifies on the prevailing issues that may hinder realization of set objectives.

Additionally, the theory provides a basis for identifying existing gaps on the intended benefits of a project and how the gaps can be sealed. Similarly, Donaldson (2012) asserts that program theory offers an avenue for project evaluation by identifying segments in a project that needs to be highlighted and addressed to realize the intended benefits of a project.

Application of program theory in project formulation, implementation and in post-implementation practices offers helpful information that explains solutions to problems bound to hinder project sustainability and provides alternative means of obtaining intended results and benefits of a project. Additionally, the theory can be used in making expansive decisions that culminates into solutions on problems facing a project. Every project calls for a close and continuous evaluation and monitoring for it to achieve its long-term benefits to beneficiaries. Availability of relevant monitoring resources, framework and support contributes to sustainability of project to the target beneficiaries. The theory is of relevant to the study as it informs on the important roles played by monitoring practices towards sustainability of project.

2.2.4 Instrumental Theory

The theory was developed by Bailey (1968), and focused on how well the public sector can use other budgeting systems in resource allocation to the overall budget execution. The theory articulates that the allocation of resources can improve management capacity toward budget processes in the public sector. According to Pettijohn and Grizzle (2017), an alternative overall budgeting systems controlled by the public sectors are not biased by

the policy process. The new approach of the budget theory lays a foundation on how allocations are made in the public sector. The theory enables researchers to study the management capacity building on the new budget system, which also includes theories of motivation, the relationships to the overall system and other administration issues.

Walker (2019) projects that an organized and theoretically based knowledge are important during the budget decision-making. The aim of the management in any organization includes system implementation and ensuring that their staff are satisfied with the system adopted to improve organization performance through use of automated budgeting system (Raja & Baral, 2015). The theory enables the researcher understand how integrated system in budgeting by the managers and staff has impacted on the overall public finance management and curb misuse of public funds in their organizations.

2.3 Empirical Review

This section highlights on the study variables that include management skills, budget allocation, stakeholder participation and staff training; in relation to their influence to sustainability of passenger terminals of aviation industry

2.3.1 Management Skills and Project Sustainability

Research in the general field of sustainability management has increasingly employed existing management theories to explore, for example, how sustainability enables projects' unique capabilities of resources (Berrone & Gomez-Mejia, 2019), and enhances performance (Margolis, Elfenbein, & Walsh, 2017).

Despite the increasing importance of sustainability in the management literature, theoretical development in sustainability has yet to yield a model that fully acknowledges the changing organization-and-environment field and its implications in the long term; the interdependence and integration of relationships of humans, organizations, and society; and the paradoxical demands inherent in a dynamic society.

Current management theories, for example, have generally not accounted for the changing organizational environment (Corley & Gioia, 2013; Suddaby, Hardy, & Huy, 2021). Suddaby et al. (2011) observe that many management theories were developed in the 1960s and 1970s and have remained almost intact since that period. Corley and Gioia (2021) explicitly argue that sustainability is an important theoretical management issue, but currently, many scholars view it as “theoretical”. According to these researchers, more effort needs to be invested in developing a theoretical framework of sustainability to help forecast events and to influence managers and academics to address specific sustainability phenomena or problems.

Most current management theories have also not explicitly recognized that organizations are not isolated entities but, instead, are part of a complex network of relationships with other beings (Sandberg & Tsoukas, 2021; Waddock & McIntosh, 2021). Pogutz and Winn (2019) argue that the growing literature in sustainability has not adequately recognized the interdependence of organizations and the natural environment. For example, social network theory apparently needs to acknowledge that organizations are not only entrenched in economic, social, and cultural life but also in biophysical ecosystems. Ecosystem embedding implies that individuals, organizations, and societies

depend on ecosystem resources and individuals, organizations, and societies can have a significant (positive or negative) impact on ecosystems (Dauvergne & Lister, 2020).

Key factors for project success include public–private partnerships, participation, and ownership, while those for failure include inequity, poor leadership and accountability, and inadequate capacities regarding skills and resources.

Karanja (2013) conducted a study on Influence of management practices on sustainability of youth income generating project in Kangema District, Muranga County, Kenya. The study focused on Training, Monitoring & Evaluation, Leadership and financial management aspects in relation to project sustainability. Descriptive survey design was adopted with 13 youth groups selected through stratified sampling where the chairperson and member of each group was included in the sample. Two groups were involved in focused group discussion. District youth officer was also interviewed. Data was analyzed using descriptive statistics. The results were presented in form of tables and percentages. The study revealed that, sound financial management, appropriate training, leadership and effective management influence the sustainability of the youth project. The study recommends that, the youths should be provided with comprehensive, quality and convenient training on project planning, implementation and post-implementation of income generating project.

Nyaga (2019) carried out a study on the role of project management skills on performance of construction project: a case of selected construction projects in Kenya. The survey targeted selected construction projects and especially the ones that deal with the major project that have high impacts to the country economy. The specific objective was to determine the role of project planning skills in construction projects, to assess the

role of communication skills in construction projects and to assess the role of risk management skills in construction project. Lastly, the study sought to determine the role of monitoring and control skill on construction project in construction projects.

The study employed both quantitative and qualitative research in its data analysis. Data was presented using tables. The study found that projects are constrained by inadequate planning skills that are required for effective planning for project success. Project planning is complicated and risky, hence requires varying skill sets for successful project implementation and management. Increasing complexity in the project with pressure of time and costs has led to the introduction of high quality software and hardware, which requires skilled planning.

2.3.2 Budget Allocation and Sustainability

Budgets tools are used by most projects to project future financial performance, which enable the evaluation of their financial viability. Organizations can prepare both long-term and short-term budgets. Short-term budget covers a period of one year while long-term budgets cover more than one year. Silva and Jayamaha (2019) have defined budgets as a simple collection of plans and forecasts. Budget control enables an organization to compare between actual and expected outcomes as regards to budgeting. Sharma (2019) further details that the management benchmarks in similar or related industries with an aim of strategizing or take corrective actions where necessary. Budgets influence the behavior and decisions of staffs through providing targets against which performance can be measured.

According to Scott (2005), budgeting and budget control processes allow for a subsequent comparison of actual results with the expected results. According to Selznick

(2018), budgets has several roles which includes coding, learning, making goals explicit, contracting with external parties as well as facilitating control. The study established that, there was significant but moderately weak positive relationship between equity financing and level of sustainability of projects. In addition, there was a weak negative relationship between grant financing and level of sustainability of projects. Hence, increase in allocation increases the levels of sustainability of a project. None of the project utilized any debt finance such as loans. The study recommends that, communities should give more of their own resources while donors and government should, either reduce or insist on refund for funds donated to improve sustainability of projects.

Murei, *et al.*, (2017) conducted a study on the influence of management budget on performance of horticulture project in Nakuru County, Kenya. Project performance was dependent on various factors including specific itemized budget for achieving set results. Allocation of resources for project implementation and monitoring is a political one and considered an accountability issue. This study sought to examine the influence of management budget on performance of horticulture project in Nakuru County in Kenya. The study was anchored in pragmatism and utilized correlation and cross-sectional survey. Quantitative and qualitative data collection and analysis were employed. A structured questionnaire of Likert was the main tool for quantitative data. Key Informant Interviews and Focus Group Discussions were used to triangulate findings. Arithmetic mean and standard deviation were generated from the descriptive data. Pearson's Product Moment Correlation Coefficient (r) was computed. Findings showed that management budget was a major contribution to high performance of horticulture as shown by a correlation coefficient, which was statistically significant. Management budget should be

clearly outlined within the overall project budget to give the management function the due recognition it plays in contributing to high project performance.

2.3.3 Stakeholder Participation and Sustainability

Migwi (2017) conducted a study on the effects of stakeholder participation at different project phases on project sustainability. To achieve this, the study specifically investigated the effect of engaging the local passenger terminal during the planning, implementation and management phases of project management towards achieving sustainability. Data was collected from 200 different people who have been involved with JKUAT community sponsored project. This represented 10% of the entire population. Case study research design was applied. Simple random sampling procedure was used to pick the samples from each strata. The researcher sampled 10% of the target population, giving a sample of 200.

Primary data was collected using self-administered questionnaire while secondary data was collected from JKUAT's annual reports, journals, books, researches, research proposal, dissertations, articles, working papers, and the internet. Data was collected by drop and pick method. The questionnaire was evaluated for content validity and reliability. From the findings, it can be deduced that the community was not fully involved in all the stages of project development. In the project-planning phase, the respondents indicated minimal involvement where a majority of the respondents disagreed in community engagement in the identification of local based project. In the project implementation stage, majority of the respondents disagreed on involvement of the local community in the coordination of the project activities. The findings also indicated lack of local community engagement in the evaluation and monitoring stage

which was evidenced by the fact that most of the respondents disagreed that the community formed the evaluation team and helped develop the performance indicators. The study concluded that sustainability has neither been mainstreamed nor prioritized in each phase. It was recommended that there is need for community members to identify their own needs, analyze the factors that lead to the needs, and draw up local community action plans and schedules to address the needs. The study also recommended that before the implementing parties commence on the project, there should be exhaustive and detailed approach to mainstream and prioritize project sustainability in all the phases with specific steps deliberately taken to entrench long-term project benefits.

Kisumbi *et al*, (2016) carried out a study on Role of Citizen Participation in Sustainability of water projects in Makueni County, Kenya. The Theory of Citizen Participation Ladder was adopted to guide the study. This study examined the role of Citizen Power in the sustainability of passenger terminals of aviation industry. A mixed method approach was adopted in this study. A sample size of 121 respondents were selected using systematic sampling technique. A self-administered questionnaire and interview schedule were the main data collection tools. Descriptive and inferential statistical analysis were used to analyze data. The results show that Citizen Power and projects' sustainability was not significant (0.637). Households did not participate fully in the project cycle. The study recommends enhanced role of Citizen Participation in all water projects.

Ochieng *et al* (2014) conducted a study to establish the influence of stakeholder participation on project sustainability in Mau Mara Serengeti (MaMaSe) sustainable initiative in Mara Basin, Kenya. The objectives of this study was to obtain wet season

numbers and distribution of elephants and buffaloes and determine their spatial distribution in MaMaSe for sustainable project initiative, assess the influence of conservation of water basins by local community members on project sustainability in MaMaSe and determining the influence of conflict resolution by local community members on project sustainability in MaMaSe.

Descriptive statistics was used for summation of numbers. Data from past censuses that were carried out at the same time by both countries were used to undertake trend analysis. Spatial analysis and Kernel density analysis were undertaken using Arc GIS 10.1 to generate distribution and density maps. Data was collected using questionnaires, which were given to the local community leaders, and interviews were held with the project Managers. Collected data was analyzed using SPSS V21. Descriptive, content and inferential statistics was used and presentation of findings was done using tables, figure and narration.

The study concluded that stakeholder participation is a key instrument in creating self-reliant and empowered communities stimulating collective action and decision-making. The study has also shown existence of positive and significant relationship of community participation on project sustainability. The study recommended that that the communities within the project area should be actively involved in project activities as this will leads to awareness of the project by the participants, which will ensure the success of the project.

2.3.4 Staff Training and Sustainability

Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently (Landale, 2006). Training also enables the

target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency. For the project to be successfully executed and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). Training offered should be of quality and must match with the project requirements to ensure effective and efficient post- implementation of the project. In order to increase chances of successful sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard & Bolles, 2007). By knowing what lead to project failure, we stand a better chance to anticipate the pitfalls by being more proactive in our planning. To counteract the foregoing and ensure success, the following factors should be put into consideration; risk management, project control and sponsorship (Mulwa, 2007). Youth income generating project are micro-projects; hence, they lack financial capacity for training their managers and members on essential skills needed for effective implementation and sustainability of the project (Wickham & Wickham, 2008). Small projects unlike macro-projects have a much lower incidence of formal training, relying mainly on training on the job (Blackburn, 1990).

Kanyangi *et al* (2013) carried out a study on influence of project monitoring skills on management system performance in funded project in the County government of Kakamega. The objective of this study was to assess the influence of project monitoring skills on management system performance in funded project in the County government of Kakamega. The County government of Kakamega in the year 2016/2017 funded 263

project, across all sectors of the economy. The target population was 294. The study was conducted through a descriptive survey research design. Data was collected using structured questionnaires consisting of open ended and closed ended questions. The study used multiple linear regression equation to develop a link between project monitoring skills and effectiveness of management system. The study found out that the effective performance of a management system depends on project monitoring skills. A regression analysis showed a statistically significant positive relationship between project skills on the performance of management system. Study findings were of significance to Public institutions by contributing to a better understanding and knowledge of strengthening management systems, researchers and scholars who might use its findings as a reference and to enrich M &E literature.

2.4 Research Gaps

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
Management Skills on sustainability					
Chinwe (2016)	Study on Community-based water development projects, managerial skill effectiveness, and options for improvement: lessons from Laikipia	The study used a case study design and a sample of 290 respondents. Data was collected through questionnaires, interviews, and observations.	The study found out that managerial skill was very significant. The study also found out that some managers on the projects had been handpicked and did not have requisite skills of project management.	The study was carried out in Laikipia. The study variables were effective and offered options for improvement.	This study will utilize descriptive study design within Nairobi Metropolitan

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
Karanja, (2013)	Influence of managerial practices on sustainability of youth income generating projects in Kangema District, Muranga County, Kenya.	The study utilized descriptive research design on a sample size of 13 youth groups. Study also used Focus group discussion method	Youths needed comprehensive training, quality and convenient training on project planning, implementation and post-implementation of income generating projects.	Variables used were Training, Monitoring & Evaluation, Leadership and financial management aspects	This study will not use focus groups. The study will focus on managers who are in charge of the passenger terminal projects. The study will use planning and organization skills.
Nyaga (2014)	Study was on the role of project managerial skills on performance of construction projects: in Mombasa county, Kenya: Variables used were Communication skill, monitoring control skill and risk management skill	The study used descriptive research design, target population was 111 and sample size was 33 respondents	Projects are constrained by inadequate planning skills that are required for project success. Project managers need to have skills to handle the complexity of projects.	The study used Communication skills monitoring and control skill and risk management.	This study will be done in Nairobi Metropolitan, sample size will be 80. The study will use planning and organization skills
Monitoring and evaluation on sustainability					
Alupe (2014)	Influence of Monitoring and	Census was used to select a	Stakeholder involvement was	Study was carried out in	This study will focus on

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
	Evaluation on completion and sustainability of Government funded Agricultural projects in Kenya.	total of 109 projects and respondents from the various projects identified in the study area. The study adopted a descriptive research design approach to collect primary data	needed, there was need for skilled human resources, project team competency was required to enhance efficiency, The study also found a need for faster decision making skills among managers of the projects	Government funded Agricultural projects. A Census was used to select 109 projects	descriptive research. It will focus on passenger terminal projects and will conceptualize the number of project completed and in place, customer satisfaction and quality of service.
Ong'wen (2014)	The study explored factors influencing sustainability of community water projects in Shianda Division, Kakamega County, Kenya. Variables used were, Stakeholder participation, community training and project allocation	Descriptive survey was used as the research design and the target population was 44,325 people. Stratified probability and purposive non-probability sampling techniques were used in sampling. 23 water projects, 46 Community leaders and 142 water	The findings of the study revealed that both men and women were involved in leadership, men (88%) and women (65%) in project leadership. It also revealed that, The four factors under study influenced sustainability of CWPs in Shianda Division to a very great extent	Study was done in Kakamega County, Shianda Division. Community Projects sampled was 23	Study will be done in Nairobi Metropolitan, Measurements of sustainability will be ; number of projects implemented and in place, customer satisfaction and quality of service

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
		users	(80.6%)		
Budget allocation and sustainability					
Muluga (2016)	Investigated the influence of budget allocation on sustainability of community water projects. Conceptualized equity financing, community's contribution; debt and grant financing and water tariffs	The study adopted a cross-sectional descriptive survey design and data was collected using questionnaires, interview schedules and observation schedules	The study found that increase in allocation increases the levels of sustainability of a community water project.	This study adopted cross-section design, utilized interview schedules and observation.	This study will use descriptive research design, and structured questionnaire. The study will conceptualize management and auditing of funds.
Murei,, (2017)	Influence of monitoring and evaluation budget on performance of horticulture projects in Nakuru county, Kenya	The study was anchored in pragmatism and utilized correlation and cross-sectional survey. Key Informant Interviews and Focus Group Discussions were used	Findings showed that monitoring and evaluation budget was a major contribution to high performance of horticulture Projects	The study utilized pragmatism philosophy, cross sectional design and focus group discussions	This study will use descriptive design. It will determine the effect of budget allocation on sustainability of passenger terminal projects. It will conceptualize management of funds and auditing.
Stakeholder Participation and Sustainability					
Migwi (2017)	Influence of stakeholder participation on different phases	The study used case study, simple random sampling	Community was not fully involved in all the stages of	There was need to stakeholder participation	This study will use descriptive research design and will

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
	of project on project sustainability in JKUAT		projects development. Sustainability has neither been mainstreamed nor prioritized in each phase	and prioritization of project sustainability in all the phases with specific steps deliberately taken to entrench long-term project benefits	be conducted in Nairobi Metropolitan. The stakeholder will include both board members and staff
Kisumbi (2016)	Role of Citizen Participation in Sustainability of Water Projects in Makueni County, Kenya	A mixed method approach was adopted in this study with a sample size of 121 respondents. A questionnaire and interview schedule were used	The results show that citizen power and water projects sustainability was not significant (0.637). Households did not participate fully in the project cycle.	The study was done in Makueni and on citizen participation. The research design used was mixed method and a sample size of 121. The study also used a interview schedule	This study will adopt descriptive research design; the study will be conducted in Nairobi Metropolitan. A sample size of 80 will be used
Ochieng (2014)	Influence of stakeholder participation on project sustainability in Mau Mara Serengeti Sustainable	Census sampling was applied in the sampling the community leaders and Purposive sampling	The study were that Participation is a key instrument in creating self-reliant and empowered communities	The study used different variables i.e. conservation, conflict resolution, water security, and	This study will focus on stakeholder participation, budget allocation, and staff training and

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
	Water Initiative (MaMaSe) in Mara Basin – Kenya. Variables used were Conservation of water, conflict resolution, water allocation and water security	procedure was used on sampling project Managers. A sample size of 50 was used	stimulating collective action and decision-making.	water allocation. The study also used census. The sample size was 50	management skills. The study will be carried out in Nairobi Metropolitan
Staff training and sustainability					
Kanyangi (2013)	Influence of project monitoring skills on monitoring and evaluation system performance in funded projects in the county government of Kakamega.	The target population was 294. The study was conducted through a descriptive survey research design	The study found out that the effective performance and sustainability of projects depends on project monitoring skills. There was a significant relationship between project skills on the performance of M&E system and sustainability of projects.	The study was done in Kakamega. Target population was 294	This study will focus on the use of decision making and conflict resolution skills
Sustainability of Passenger Terminals					
Nabifwo and Kimutai (2017)	Investigate the factors influencing sustainability of water sanitation	The researcher selected a sample of 433 from the target population	The study found that that there is a significant positive influence of	The study was done in Nairobi, Kibera slums. Sample size	This study will be carried out in Nairobi Metropolitan. Sustainability

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
	and health projects implemented by AMREF in Nairobi County-Kenya.	using stratified random sampling. A descriptive sample survey	community participation, technical expertise, funds utilization and political factors on sustainability of water sanitation and health projects	was 433. Variables used were Community participation, funds utilization, political factors on sustainability of water sanitation and health projects	will be conceptualized by number of projects implemented, profits, customer satisfaction, quality of service delivery and return on assets.
Ibrahim (2016)	Study on community based water projects sustainability in four different states in Sudan	Sustainability assessment framework was designed using a set of multi-dimensional indicators to assess and monitor eight community-based water projects in four different states in Sudan. The assessment framework consisted of site visits, a systematic secondary information	The study revealed that 40% of the implemented water projects were fairly sustainable although they are considered as young projects (1-4 years. This was mostly related to the poor organizational and financial performance due to poor post-implementation governmental and/or external agencies	The study was carried out in Sudan. The study used site visits, a systematic secondary information collection, and analysis	This study will be carried out in Nairobi Metropolitan using structured questionnaire. It will conceptualize; Customer satisfaction, number of projects implemented and in place and quality of service.

Author / Year of the Study	Focus of the Study	Methodology used by the Study	Research Findings	Research Gaps	Focus of my Study
		collection, and analysis (SSICA) approach and documents reviews	involvement and support in terms of monitoring, capacity building facilities, and financial support.		

Source: Researcher (2022)

2.5 Conceptual Framework

This study will adopt a conceptual framework to describe the relationship between the techniques of management on sustainability of Passenger terminals of aviation industry at in Nairobi Metropolitan, Kenya. The conceptual framework for the study is shown below in Figure 2.1

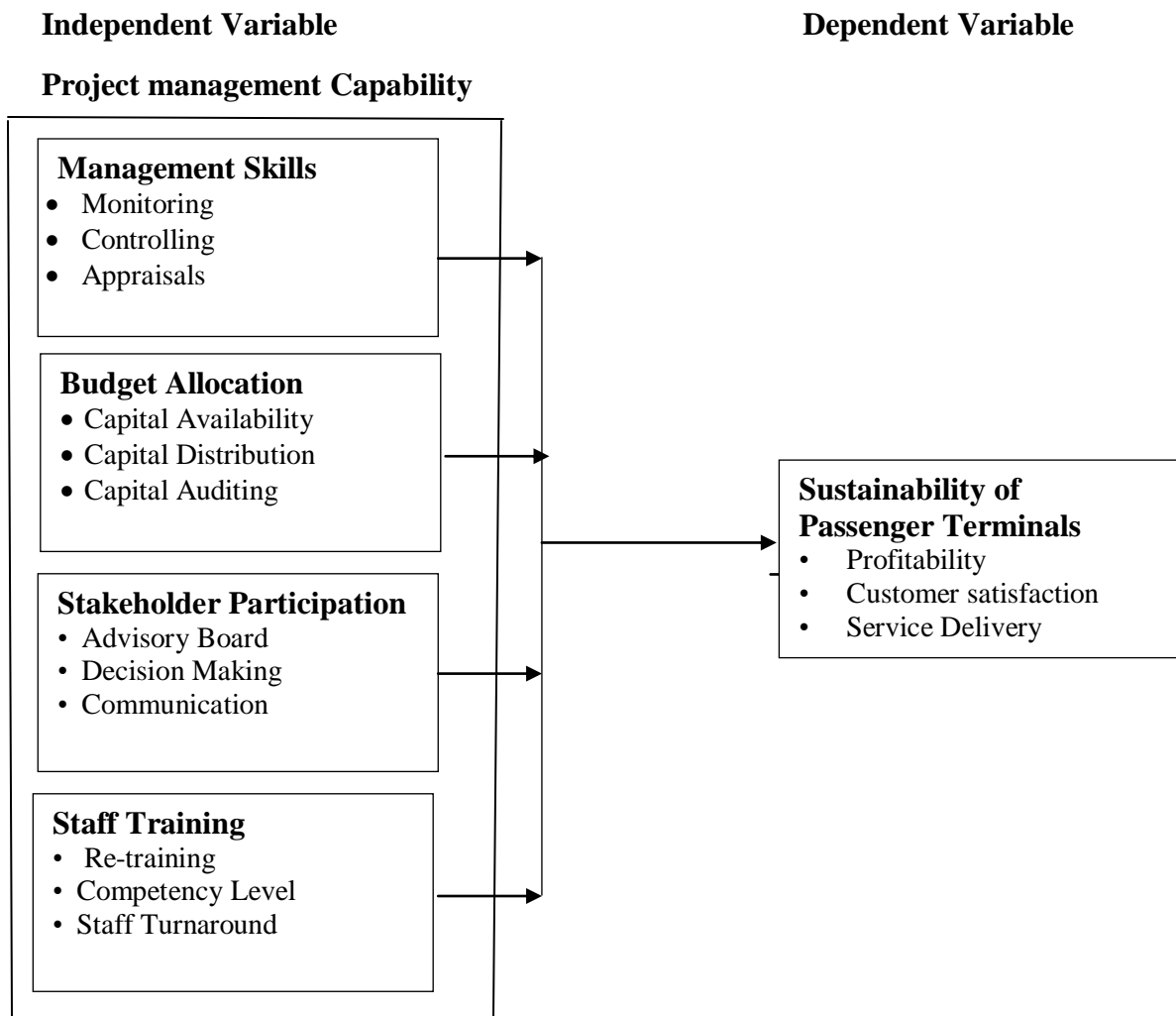


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section explains procedures and strategies that shall be applied to undertake the research. It designates the study methodology, study design, the target population as well as the procedure of choosing a representative sample for the study. In addition, it also describes undertaking instruments that will be applied in the research, data collection procedure, how research tools will be administered for the purpose of data gathering and how the collected data shall be organized, examined and measured.

3.2 Research Design

Research design permits a researcher to investigate and describe an existing status of behavior. Descriptive study design shall be adopted in the research. According to Mugenda (2008), descriptive study supports the expansion of detailed capacities as well as reporting of characteristics of some populace of phenomena. This design enables the researcher to answer questions concerning the status and collect quantifiable data from the sample population in response to the study under consideration. Mugenda (2008) opined that descriptive investigation is frequently applied as the subsequent stage in investigative study, which tries to elucidate as well as exploring an idea, occurrence or poorly unstated phenomena, or to advance proposals in lieu of more investigation. According to Cooper & Schindler, (2012), descriptive studies construct patterns that offer a comprehensive hypothetical depiction via either qualitative or quantitative information.

3.3 Target Population

The study intends to involve staff of Kenya Airports Authority (KAA), a body corporate responsible of providing and managing a coordinated system of airports In Nairobi

Metropolitan, Kenya as respondents. The target population will be 85 drawn from among the staffs, managers and committee board members. The study intends to collect primary data that will enable to compile the findings. As a specific data collection method, the study uses a mixed method of descriptive and quantitative.

3.4 Sampling Design

Sampling is the procedure involving choosing a figure of persons or substances from a population such that the chosen collection comprises rudiments illustrative of the features established in the whole population. A sample is defined as a smaller set of data that a researcher chooses or selects from a larger population by using a pre-defined selection method, (Saunders *et al*, 2017). The sample that will be used in the study will be selected using purposive sampling besides stratified simple random sampling. The researcher will knowingly select whom, in their view are supposed to be pertinent to the investigation. In this situation, the finding of the investigator is more imperative than gaining a possibility sample.

The procedure of sample in this situation will involve purposive identification of the persons. Researchers do not settle on the precise part of the reachable population that must form the sample size. Mugenda & Mugenda (2008) indicated that in descriptive research, ten to thirty percent (10%-30%) of the study population is representative enough to simplify characteristics being experiential.

Method to be used will be the random stratified sampling.

Table 3.1: Sample Size

Category	Population Size				
	JKIA	Wilson	Total	Percentage	Sample
Project Manager	4	1	5	6%	0
Operations Manager	10	5	15	18%	15
Board Member	25		25	29%	25
Team Leader	15	5	20	24%	20
Supervisor	15	5	20	24%	20
Total	69	16	85	100%	80

3.5. Data Collection Instrument

The basis of information in lieu of the study shall be collected through primary as well as secondary data. Primary data gives actual information since it is gathered from original bases that have not been formerly gathered. The researcher will collect this data via structured questionnaire, which will constitute of closed questions. According Kothari (2017), questionnaires are applied since they will aid in gathering data in a short period consequently saving time on the research. The researcher will administer questionnaires through ‘drop-and-pick later’ process, whereby the questionnaires will be dropped to the staffs and then collect them after few days.

The data will be collected through structured questionnaires where it will be collected through face-to-face self-administered questionnaires. For reliability purposes, the questionnaires will be pilot tested initially before administration. Piloting will allow for correction and refining of the questionnaire so that the respondents have no problems answering the questions (Mugenda and Mugenda, 2008). It also allows the researcher to

obtain assessment of the questions' validity and the reliability of the data that is to be collected.

3.6 Pilot Test

Pilot study is carried out to determine the precision, acceptability and appropriateness of research design and data collection instruments, (Janghorban, Latifnejad and Taghipour, 2014). A pilot study will be carried out that will review the procedures used in pre-testing to be identical to those used during the actual research or data collection. The data collection method will be pre-tested on five respondents, which will be selected using simple random sampling. The respondents that will be included in the pilot study will not be included in the final study.

3.6.1 Validity of the Instrument

Bryman and Bell (2015) define validity as the degree to which the data gathering methods assess what they aim to do. Study validity includes the accuracy with which data collection instruments are capable of gathering information intended for the researcher to gather. Where a data collection tool collects the information it is intended to collect, validity is determined and defined. In this study, content validity will be assessed by the supervisor who will check the adequacy of each financial ratio in the measurement of the respective variables and provides expert advice to make the ratios applicable to the research. Construct validity will be used.

3.6.2 Reliability of the Instrument

Bryman and Bell (2015) define reliability as the consistency of a data gathering tool in gathering data from time to time. Kothari and Gaurav (2016) describe reliability as the consistency exhibited by a data-gathering tool when repeatedly applied under similar

conditions. Cronbach's alpha would assess the internal consistency of the data collection tool items in order to determine the instrument's reliability. Cronbach's alpha is a measure of a test scale's consistency or reliability and is expressed as a number between 0 and 1, (Cronbach, 2015). A reliability index greater than 0.7 will be used to reflect an acceptable level of instrument reliability

Table 3.2: Cronbach's alpha

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (high-stakes Testing)
$0.7 \leq \alpha < 0.9$	Good (low-stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: (Field, 2009)

3.7 Data Analysis and Presentation

Mugenda (2008) indicated that data analysis is the evaluation and analysis of appropriate information that can be used in decision-making. Descriptive analysis shall be widely used in terms of standard deviation as well as means, frequencies and percentages shall be applied for the presentation of data. Multiple regression analysis shall be applied to determine affiliation amid variables of interest.

According to Kothari (2017), multiple regression model is applied when a dependent variable that is single metric is expected to relate to two or more metric variable (to examine relationship) as shown below. Multiple regression aids in forecasting the variations in dependent variable in relation to alteration in independent variable. Regression, ANOVA, correlation and model summary shall be generated and data presented in tables. Inferential analysis that shall be chi square. Data will be analyzed

using descriptive, Relational and inferential analysis. The results shall be presented in terms of tables as well as figures in lieu of better understanding. In this research, the extent of suitability of the regression model will be tested by use of r^2 . The following is the model that will be used to measure the variables:

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

Where;

Y: Sustainability of Passenger Terminals

X₁: management skills

X₂: Budget Allocation

X₃: Stakeholder involvement and Participation

X₄: Staff Training/ Capacity Building

ε: Error term.

β₀: intercept when X=0

β₁, β₂, β₃ and β₄: Coefficients of the independent variables, which measures the responsiveness of Y to changes in X.

3.8 Ethical Considerations

Permission to conduct the study will be obtained from the Kenyatta University, Ministry of Education and Kenya Airport Authority management operating passenger terminals of aviation industry in Nairobi Metropolitan, Kenya. To ensure confidentiality, interviews will be conducted in private areas and strict control will be maintained over data

collected. Respondents' personal identifiers will not be taken for the purpose of the study. The study will not have any risk to the participant since the kind of questions that will be asked are neither personal nor sensitive. There will not be direct benefit to the respondents; however, the study findings will be useful in promoting acceptable practices for project sustainability.

Kenyatta University Graduate School will provide the permit and obtain research permit from National Commission for Science, Technology & Innovation (NACOSTI).

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA

The above subject matter refers,

My name is Tsuma Simiyu Ndamwe. I am a Masters student at Kenyatta University in the project management master's program.

The title of the research proposal is on project management capabilities and sustainability of passenger terminals of aviation industry in Nairobi Metropolitan, Kenya.

I request for your participation by completing the questions in all sections regarding your business as provided in the questionnaire to facilitate the research study. Your information confidentiality will be highly guaranteed. The identity of your response will be treated anonymous and will be used only for academic purposes and thereby do not include your name anywhere.

Yours Faithfully,

Tsuma Simiyu Ndamwe

APPENDIX II: QUESTIONNAIRE

SECTION I: GENERAL INFORMATION

Kindly indicate your gender Male () Female ()

Kindly indicate your age range

18- 25 Years	
26- 33 Years	
34- 40 Years	
41-47 Years	
48 and Above	

Kindly indicate the number of years you have worked at Kenya Airports Authority

0-1 Years	
2-4 Years	
5-7 Years	
8-10Years	
Above 10 years	

Kindly indicate your level of management.

Top Level management	
Middle Level management	
Lower Level management	

Kindly indicate your level of education.

Certificate	
Diploma	
Bachelor's Degree	
Master's Degree	
Doctorate Degree	

SECTION II: INFORMATION ABOUT THE PROJECT

Introduction

Type of the project.....

State the year the project started.....

How much was the initial funding of the project in Kenya Shillings?

Below 5,000,000	
5,000,000 – 10,000,000	
10,000,000 – 50,000,000	
Above – 50,000,000	

What was the source of the initial funding?

Shareholders' Funds	
Passenger Facility Charge	
Government Grants	
Financial Institutions	
Tenants Rent and Fees	
Others (Specify)	

If the source of funding is not from shareholders' funds, how many years was the project funded by the external sources?

Does the project continue to get benefit after the major assistance from the donor was completed?

Yes [] No []

SECTION III: Management Skills and Sustainability

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5.

No	Questions	1	2	3	4	5
1.	Management uses various convenient and efficient passenger handling systems and maintenance technique in saving operational costs.					
2.	Management makes judgments based on reasonable assumptions, based on overall project sustainability					
3.	Management is aware of the impact of such assumptions based on overall project sustainability					
4.	Management has documented best practices that enhance operational efficiency.					
5.	Management uses cost reduction practices to enhance passenger terminals of aviation industry's operational efficiency.					
6.	Management identifies opportunities and threats, and is sensitive to passenger's needs					
7.	Scheduling reasonable convenient and efficient working hours for staff enhances staff productivity					

SECTION IV: Budget Allocation and Sustainability.

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5.

No	Questions	1	2	3	4	5
1.	The passenger terminals of aviation industry has budget policies that monitors budget spending for sustainability					
2.	Stakeholders are engaged in making critical budget decisions for sustainability of passenger terminal					
3.	The passenger terminals of aviation industry budget has clear goals and objectives linked to activities					
4.	The passenger terminals of aviation industry budgeting committee holds budget conferences and meetings regularly to review budget allocation and performance for sustainability					
5.	The passenger terminals of aviation industry conducts regular audits to assess variance between planned with actual results and evaluation reports prepared					
6.	The passenger terminals of aviation industry has a long term and short term budget plans					
7.	The passenger terminals of aviation industry takes timely corrective actions when adverse variances are reported					

SECTION V: Stakeholder Participation and Sustainability.

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5.

No	Questions	1	2	3	4	5
1.	The passenger terminals of aviation industry gives us opportunity to give our opinion on what projects are to be implemented, how and with whom.					
2.	The leadership of the passenger terminals of aviation industry shares with us information on decisions to be taken and seeks our opinion					
3.	The leadership in the passenger terminals of aviation industry often engages us to participate in the decision making process and our vote counts					
4.	Whenever we pass a decision, it is often upheld and implemented by the passenger terminals of aviation industry					
5.	Our interaction with the passenger terminals of aviation industry is often engaging and collaborative					
6.	We are engaged in objective and goal setting activities in the passenger terminals of aviation industry					
7.	Together with the passenger terminals of aviation industry, we often do an analysis of participation effectiveness and seek ways of improving it					

SECTION VI: Staff Training and Sustainability

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5.

No	Questions	1	2	3	4	5
1.	Staff training has enhanced staff productivity in the passenger terminals of aviation industry by cutting down operational expenses and generating more revenue.					
2.	Staff training has increased current staffs' commitment to their jobs within the passenger terminals of aviation industry.					
3.	Increased staff productivity can save costs associated with human resources in the passenger terminals of aviation industry.					
4.	Staff training has increased staff morale for the current staff within the passenger terminals of aviation industry.					
5.	The passenger terminals of aviation industry has a culture of continuous improvement through continuous learning					
6.	Scheduling reasonable convenient and efficient working hours enhances staff productivity					
7.	Staff training has increased current staffs' commitment to their jobs within the passenger terminals of aviation industry.					

SECTION VII: Sustainability of Passenger Terminals of Aviation Industry

To excel in the development of appropriate operations strategies, a project needs to be governed by the chosen competitive priorities of cost, quality, flexibility and dependability to remain competitive.

Kindly answer the following questions to the best of your knowledge using the following Likert scale. Strongly disagree = 1, disagree = 2, neutral = 3, Agree = 4, strongly agree = 5.

No	Questions	1	2	3	4	5
1.	The passenger terminals of aviation industry is financially and socially viable.					
2.	The passenger terminals of aviation industry is delivering its services reliably and efficiently as promised and at lower costs than competition					
3.	The passenger terminals of aviation industry is concerned about excellent customer service with an extended value to the customers					
4.	The passenger terminals of aviation industry changes volume or frequency of service as demand changes					
5.	The passenger terminals of aviation industry has a flexible workforce to manage peak demand periods, excellent quick turnarounds with minimal delays					
6.	The passenger terminals of aviation industry has a wide range of locations and check-in counters where customers can be served.					
7.	The passenger terminals of aviation industry is keen to adopt new technological innovations for process improvement					
8.	The passenger terminals of aviation industry has regular quality audits to enhance effectiveness of the quality management systems (QMS) program.					

Thank you for your participation.