

**DETERMINANTS INFLUENCING SUSTAINABILITY OF ORPHANS DONOR
FUNDED PROJECT OF CHURCH BASED ORGANISATION IN KENYA: A
CASE OF ZOE MINISTRY**

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D53/CE/23058/2010

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT OF THE REQUIREMENT OF THE MASTER OF
BUSINESS ADMINISTRATION DEGREE OF KENYATTA UNIVERSITY**

APRIL, 2014

DECLARATION

This Research project is my original work and has not been presented for degree or any other award in any other university:

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DEDICATION

This work is dedicated to wife Lydia, who gave me untiring encouragement love and moral support throughout the course. To my son Newton who always missed my love during the entire period of the course. My mother Sarah for the unforgettable encouragement.

ACKNOWLEDGEMENT

I thank the Almighty God for giving me strength wisdom and gift of life. Am greatly indebted to my supervisor Ms. Lucy Kamau for her guidance, support and positive criticism during the preparation of this project. I also salute my lecturers for all the knowledge passed to me during the course work and my M.B.A colleagues whom we shared immensely and encouraged one another when the going got tough. My wife Lydia cannot be left out for her encouragement and my son, Newton for allowing me leave to study during school holidays. My sincere appreciation also goes to my Mother Sarah, for the value that she gave me in life, especially the wisdom to discern the value of education. The staff of Kaurine and Njia Secondary Schools for giving me moral support during the writing of this work. All friends and relatives may the Almighty God bless you all.

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ABBREVIATIONS AND ACRONYMS

AIDs:	Acquired Immunodeficiency Syndrome
CBO:	Church based organization
CIPD:	Chartered Institute of Personnel and Development
HIV:	Human Immunodeficiency Syndrome
JICA:	Japanese International Co-operation Agency
NGO:	Non-Government Organization
OECD:	Organization for Economic Co-operation and development
SMASSE:	Strengthening of Mathematics and Science in Secondary Education
SPSS:	Software Package for Social Scientists
US:	United States
UN:	United Nations

OPERATIONAL DEFINITION OF TERMS

- Child:** Every person below the age of eighteen years.
- Community:** A specific group of people often living in a defined geographical area who share common culture value and norms.
- Orphan:** Children below the age of 18 years who has lost one or both parents.
- Programme:** A number of related projects implementation to achieve a common desired development outcome.
- Project:** A planned often unique and transient (defined and time limited) endeavor to achieve defined desired development outcome utilizing finite resources.
- Vulnerability:** The situation that predisposes children and youth to negative life outcome such as sexual exploitation, absence from school, lack of nutritious food and early sexual habit.
- Vulnerable Children:** Children who are likely to be harmed and who need care and support according to specific criteria such as a living in a household in which a parent or parent are infected with HIV, living in a child headed household or one headed by an elderly or disabled person.
- Project Sustainability:** Project sustainability is the goal of creating and successfully launching a project that is capable of continuing to generate benefits for an extended period of time. This concept of sustainable project development posits that once the project is launched and begins to generate some type of benefits, it is possible to continue utilizing the same general approaches to allow the project to continue moving forward, supplying those benefits for as long as necessary.

ABSTRACT

The sheer number of orphaned and vulnerable children is overwhelming. Many well-meaning donors are funding orphanages as a solution to the problem. However, orphanages are expensive and can only reach small numbers of children. Research by the World Bank in Kenya for example; found the cost of operating orphanages to be six times higher than the cost of caring for children in the community. While institutions can serve as a temporary and last-resort response for children with no other means of support; they are not a recommended long-term solution. This concept of sustainable project development posits that once the project is launched and begins to generate some type of benefits, it is possible to continue utilizing the same general approaches to allow the project to continue moving forward, supplying those benefits for as long as necessary. Therefore, to bridge this gap we sought to find out the determinants influencing sustainability of orphans related donor funded project of church based organization. The specific objectives that guided this study were; to determine whether financial resources affects sustainability of donor funded orphans related project in church based organizations, to establish how staff training of church based organizations affects sustainability of donor funded orphans related project, to establish how donor policy affects sustainability of donor funded orphans related project in church based organizations, to investigate how the organization structure affect sustainability of donor funded orphans related project in church based organizations and to establish how technology adoption affects sustainability of donor funded orphans related project in church based organizations. The target population composed of 114 project teams. Stratified sampling method was employed to select the respondents. Data was collected through administration of questionnaires. Quantitative and qualitative approach was used in data analysis. Quantitative approach used descriptive statistics which included frequencies, measures of central tendencies and dispersion and inferential statistics which included regression and analysis of variances. The study found out that a financial resource is keys in Zoe Ministry for its sustainability because everything that runs the project is based on financial resources. Organization structure easily empowers employee where it practiced because the employee feel a sense of trust and belonging. The extent to which donor policies influence project sustainability in the organization was observed to be of very high influence as was cited by majority of the respondents in the study. Technology adoption is considered to very important to determine how work in the organization can be made easier. Finally staff training was also key to employee toward how their carry out their daily activities. The study recommended that Zoe ministry need to adopt financial resources, donor policy and organization structure as they were keys for any project sustainability. Therefore, we can conclude that financial resources, Staff training donor policy technology adoption and organization structure influence sustainability of orphans donor funded project of church based organization in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Kenyan orphans and vulnerable children as young as five years old become both mother and father to their younger siblings after their parents die or become disabled by illness. Those whose parents suffer from HIV/AIDS face an additional burden of care as complications develop and worsen over time. Children are forced to drop out of school as they try and provide basic necessities for their siblings (Owick 2010).

Orphans must try to find work wherever they can due to their lack of education and resources: laboring in fields, tending cattle, carrying water for neighbors, or other back-breaking tasks. When they are able to find work, orphans are often paid unfair wages because they have no alternative but to accept whatever is given. In exchange for working from sun up to sun down a child would receive barely enough pay to feed his or her siblings. Some will work an entire month for the equivalent of \$10. When there is no work, they must beg for or steal food to ward off starvation. Survival becomes a daily struggle Flaman(2009).

According to Werker (2008) over 12 million children in Sub-Saharan Africa under the age of 18 have lost one or both parents to various calamities and the total number of children in Sub-Saharan Africa orphaned by various cause, including famine, disease, conflict and HIV/AIDS, is over 40 million and this is an orphan crisis without historical precedent. Most of these children continue to live with a surviving parent or their extended family members. Many of these families are living in poverty and are struggling to provide. This crisis calls for a broad-based and compassionate response that helps families and communities to meet the needs of orphans and vulnerable children.

Millions of children lose a primary source of their support, guidance, and unconditional love and for every orphaned child, many more are made vulnerable as family members become ill, vital resources are depleted, and children themselves are at risk of HIV-infection (Hunt 2002). In a region where big population lives on less than one dollar per day and access to life-saving medications is limited, the impact of HIV/AIDS on children and families is devastating. Church based organization has programs and strategies that help ensure that children remain in family care (Gok 2009).

The sheer number of orphaned and vulnerable children is overwhelming. Many well-meaning donors are funding orphanages as a solution to the problem. However, orphanages are expensive and can only reach small numbers of children. Research by the World Bank in Kenya (2010), for example, found the cost of operating orphanages to be six times higher than the cost of caring for children in the community. Most importantly, orphanages separate children from family and community life. They often fail to meet children's developmental needs and do not prepare them for adult life in the larger society. While institutions can serve as a temporary and last-resort response for children with no other means of support, they are not a recommended long-term solution (Gok 2010).

African countries and international organizations recognize the shortcomings of orphanages and discourage their use, they recognize that children may be placed in orphanages by family members who want to care for them but lack the means to do so (Boyce 2009). Orphanages can become a way to access food, clothing, and an education, when what is really needed is to make these necessities available within the community. When an orphanage is treated as the primary solution, it can weaken a community's

motivation to address orphan issues and divert resources away from the family- based solutions that are better for children.

Orphans and vulnerable children have emotional and social needs that can be devastating if left unmet. They need help to cope with the trauma of witnessing their parents' deaths and the possible separation from their siblings (Haddad 2000). Many youth face overwhelming family responsibilities after their parents are gone. Younger children require extra support to regain their sense of security. Community and church-based organizations play a critical role in supporting the healing process and nurturing children's resilience.

According to Englund (2009), Bereavement counseling and peer support groups give young people the opportunity to express their feelings and to talk with others in similar situations bringing groups together to pray, sing, and worship offers spiritual renewal and support. According to Boeuf (2010), donor plays a significant role in the social development process in all regions of the world. They are particularly critical in rural areas and urban slums where state funding is limited. These areas are characterized by low levels of income, high incidence of illiteracy and disease.

The activities which are involved include: integrated food security programmes, agricultural production, water and sanitation. The focus on capacity building at national and regional levels ensures a workforce with appropriate skills to promote participatory and sustainable community development while at the same time empowering communities to be more analytical about their structures, resources and develop intervention to address their challenges.

1.1.1 ZOE Ministry

ZOE Ministry's is a church influenced NGO's that is structured around development relief services delivery programme that plays a role in the civil response to children who are orphaned. They have a unique and powerful ability to mobilize resources and offer spiritual elements that response to the epidemic and social response for individual and community.

Since 2004, ZOE Ministry's has worked closely with Methodist Church of Kenya, to provide services to all vulnerable children, regardless of their religious affiliation. Volunteers from the various religious groups work together to provide children and their caregivers with assistance such as regular home visits, food, clothing, social, emotional, spiritual support, and income-generating activities. The project is externally funded through the donor based organization in US.

They support 9,310 children from 3,200 households. The role of ZOE Ministry's is to give support to the Community by organizing and mobilizing resources for orphans. This church-based organization plays a leadership role to orphans through mentors in 105 social groups in the community. These efforts provide local groups with greater access to information, resources, and other types of support.

In Kenya, ZOE Ministry's social workers actively seek out these children, inviting them to participate in ZOE's comprehensive orphan empowerment program. Over the next three years, ZOE will provide them with the support, training and resources they need to permanently change their situation and live lives of hope. In Africa, we have ZOE Ministry's in five countries namely; Kenya, Rwanda, Zambia, Zimbabwe, and Malawi.

The ZOE Ministry's are faced with challenges of sustainability of Church based donor funded orphan related project. Research in these church based organizations is thus imperative for purposes of analyzing the status of effective implementation and sustainability which has not been done before especially in Meru County Kenya. Projects that alleviate this problem are initiated with very good intentions at the initial stages of a project however the effects are dismal since the target beneficiary is never taken care of due to poor sustainability of such projects.

1.2 Statement of the Problem

Over the past few years, the number of orphans and vulnerable children living in Kenya has been escalating at an alarming rate. In 2004, the number of orphans was estimated to be 1.8 million and by 2009 that number had grown to nearly 2.6 million (Gok 2009). Over one million of those children have lost their parents to HIV/AIDS-related complications. Many of these children are deprived of their basic needs due to high levels of poverty. Nearly half of the population lives below the poverty line, out of which 19% are children. Kenya's rural areas in particular struggle with a very high poverty rate (Gok2010).

Every 14 seconds, a child in Africa becomes an orphan when this happens, the burden of care falls to elderly family members and the oldest sibling left behind all of them trapped in poverty children as young as 10-13 years old are the sole providers for their families (Gallagher 2010). Due to fear and misinformation surrounding HIV/AIDS, the children whose parents have died are frequently subjected to stigmatization by their community. Girls often have to drop out of school to care for younger siblings and may be forced to

sell their bodies for food boys commonly become street children, turning to alcohol and drugs to numb the pain and hunger in their lives (Flaman, 2009).

Donors usually have the objective of helping to improve the livelihood of the locals either through direct participation or providing funding. Unfortunately funds provided by these donors are short term and do not factor into the whole funding mechanism policies that ensure that such projects become sustainable after donor funds have been withdrawn (Hecks and Baark, 1998). The presence of a well thought out strategy that do not only looks at how a donor funded project is completed, but also the means to continue with it after donor funds have been withdrawn is critical to project sustainability (Hamp, 2009).

According to Barney (2010) the greatest challenges faced by community based groups serving orphans on the ground in Africa is that their work is under-recognized and under-funded, however the number of orphans is increasing every minute. However the effects are dismal since the target beneficiary is never reached due to poor sustainability of such projects. However the question of effectiveness or efficiency of sustainability of donor funded projects remain a significant policy and management concern to be investigated.

Determinants that might influence sustainability of the project includes; organization structure, financial systems, technology adoption, staff training and donor policy. However there is minimal research done on determinant influencing sustainability of donor funded project. This study therefore, seeks to fill this research gap by investigating the determinant influencing sustainability of orphans donor funded project of church based organization in Kenya: A case of Zoe Ministry.

1.3 General Objective

The main objective of the study was to examine determinants influencing sustainability of orphans donor funded project of church based organization in Kenya.

1.3.1 Specific Objectives

The specific objectives of the study were:

- i. To determine how financial resources affects sustainability of orphans donor funded project of church based organizations.
- ii. To establish how training of staff of church based organizations affects sustainability of orphan's donor funded project.
- iii. To establish how donor policy affects sustainability of orphans donor funded project of church based organizations.
- iv. To investigate how the organization structure influence sustainability of orphan donor funded project in church based organizations.
- v. To establish how technology adoption affects sustainability of orphans donor funded project of church based organizations.

1.4 Research Questions

The following research questions guided this study:

- i. What is the effect of financial resources on sustainability of orphan's donor funded project of church based organizations?
- ii. What is the effect of training of staff of church based organizations on sustainability of orphan's donor funded project?

- iii. What is the effect of donor policy on sustainability of orphans' donor funded project of church based organizations?
- iv. What is the effect of organization structure on sustainability of orphans' donor funded project of church based organizations?
- v. What is the effect of technology adoption on sustainability of orphans' donor funded project of church based organizations?

1.5 Significance of Study

The donor community and more particularly in Kenya will benefit from the findings of this study by gaining insights on how donors can partner with local communities in identifying, implementing and managing projects to ensure sustainability. The government policy makers, who include planners, will gain an understanding the determinant influencing sustainability of donor funded project, and will therefore undertake a policy review and formulate policies that address the findings of the research. This will enhance the chances of not only meeting the Millennium Development Goals (MDGs), but also the Vision 2030.

The project managers will gain an understanding of the determinants influencing sustainability of orphans' donor funded project of church based organization on and use the research findings to improve on their own performance in managing donor funded projects. The donor community will understand their role in the donor funds management and projects successes. This study will make a significant contribution to the growing body of research on effective use of donor aid and project sustainability. The findings may also be used as a source of reference by other researchers. In addition, academic

researchers may need the study findings to stimulate further research in this area and as such form a basis of good background for further researches

1.6 Scope of Study

The scope of study was team that work with ZOE Ministry that is Church based organization.

1.7 Limitation and Assumption of Study

The study limited itself to church based organization orphan donor funded project in Meru County due to accessibility and logistical constraints. However, the study strived to allocate enough time and funds to do a very good job in scope chosen. Some staff did not respond either by choice or fear that their views may lead to victimization. Such staff were made to be aware that the information they were giving was to be treated with a lot of confidentiality and also fully explained the intention of the study to respondent and assured confidentiality for information given by the respondent. The assumption of the study was that the respondents chosen were honest and active such that the information given can be relied upon to draw valid conclusion and deduction for future use.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter has been organized as theoretical review, empirical review, critical review and a conceptual framework is given at the end of the chapter, which brings out the main variables discussed in the study.

2.2 Theoretical Review

2.2.1 Resource Based Theory

According to Barney (2001), firm resources can be classified into three categories: physical

Capital resources, human capital resources, and organizational resources. Physical capital Resources include the firms' physical assets such as equipment and access to raw materials. Human capital resources include individual skills and capabilities associated with the people working in a company. Organizational capital resources include informal relations amongst the people within a firm and between the firm and its environment.

Although this theoretical framework is developed based on an insight from businesses and

Companies in regular markets, the logic is applicable also in developing countries and also among project management and sustainability. According to Doyel, A.W. (2010), and projects are in need of such resources and the usual way of acquiring them is through donor funding and collaboration. Secondly, the Project team needs to have adequate knowledge and skills to run the projects. This kind of resources cannot be purchased but may be acquired through staff training.

Finally, having the right skills and the money to start a project is not enough; the project team needs to get in touch with local community for support among other factors. In order to create a sustainable environment the project team needs resources within all three resource categories. We can simplify this by advocating that a viable company needs resources according to the three C's; Competence, Capital, and Contacts. First, one needs the competence necessary to perform the tasks donor targets. Second, the project needs capital to buy raw materials, rent a stand in the market. Finally the project team needs contacts to get in touch with the project beneficially and cooperation.

2.2.2 Goal Setting Theory

This theory was developed by Laham and Locke (2007), on the basis of a fourteen year research programmed into goal setting as a motivational technique. The authors claimed that the level of production in the companies they studied was increased by an average of nineteen percent as a result of goal setting processes with the following, goals should be specific, challenging but reachable, fair and reasonable, individuals should participate fully in the goal setting, feedback ensures that people develop a sense of pride and satisfaction and, feedback will give commitment to even higher goals. According to Humes (2010), goal setting theory holds that human resource managers will not act to maximize employee work performance unless proper tools and systems are put in place and implemented to safeguard the interest of the organization.

2.3 Empirical Review

2.3.1 Financial Resources

According to Nturibi (2009) for development projects to be financially sustainable, it requires a sound financial base arising from reliable sources of funding, financial systems to facilitate accountability and cash flow projections and development of marketable products/services to generate excess incomes over the expenditure of the project. Project financial systems refer to accounting procedures, records and financial statements showing performance and cash flow statements, projections that determine financial sustainability of donor funded projects.

Project that do not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustainable after donor funding is withdrawn (OECD, 2009). For instance, health service users will not pay for government health services (either directly or through taxes) if the services are poor, or their expectations or benefits are extremely limited. Benefits are not sustainable if the net benefit arising is negative or very small when all costs are considered. Better financial analysis is often required particularly in the formulation of economic sector programs and projects.

2.3.2 Training of Staff

According to Anthony (2010) training involves learning and teaching employees due to a need for development of skills and knowledge. Training encompasses three main activities: training, education, and development. It is noted that in most organizations, they encompass these three separate, although interrelated, activities. Training is an activity that both focuses upon, and evaluates against the job that an individual currently

holds. Education focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

The field of human resource management, training is a field concerned with organizational activity aimed at bettering the performance of individuals and groups in organization setting (Harrison 2009). It has been known by several names, including employee development, human resources development, and learning and development.

Employee Development was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as partners or associates to be comfortable with. Human Resource Development was rejected by academicians, who objected to the idea that people were resources, an idea that they felt to be demeaning to the individual. CIPD settled upon Learning and Development, although that was itself not free from problems “learning” being an over general and ambiguous name. Moreover, the field is still widely known by the other names (Harrison. 2008).

The stakeholders training are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resources Management staff. And the providers are specialist in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

2.3.3 Donor Policy

Donors understandings and approaches to human rights vary, although they often have core themes and principles in common. The policies range from rights-based approaches emphasising power and participation, to rights associated with democracy and the rule of law, to approaches that use rights implicitly. According to Pomeroy and Carlos (2007), one of the critical factors in promoting sustainability of any project is the role played by stakeholders and target groups and their participation in the project implementation and management. Stakeholders and target groups are those that are directly linked with the program or project; especially the partner government and the implementing agency, and those who stand to benefit from the projects, products or services.

Stakeholders, both men and women should actively participate in the identification of the project design, implementation. While policies of aid agencies increasingly emphasise the connection between human rights and development, in practice the concepts often remain on separate, parallel tracks. In brief they should be able to influence the direction and design of implementation. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve participation and sustainability.

Donor-led top-down projects generally fail to bring about sustainable benefits because they do not lead to stakeholder ownership and commitment. Genuine participation and ownership is not being adequately addressed if the main strategy consists of simply running workshops to let “them” know what “you” are doing (OCED, 2009).

2.3.4 Organization Structure

According to Cole (2009) maintains that every organization has its own structure historically developed values, rights, wrong and things that it considers important. Organizational structure is the framework companies use to outline their authority and communication processes. The framework usually includes policies, rules and responsibilities for each individual in the organization. Several factors affect the organizational structure of a company. These factors can be internal or external. Small business owners must be responsible for creating their companies organizational structure framework.

Business owners may use a management consultant or review information from the Small Business Administration before setting up their organizational structure. In reality, if the organization is very small, it may not even have a formal structure. Instead of following an organizational chart or specified job functions, individuals simply perform tasks based on their likes, dislikes, ability, and/or need. Rules and guidelines are not prevalent and may exist only to provide the parameters within which organizational members can make decisions. Small organizations are very often organic systems.

2.3.5 Technology Adoption

This involves the use of tools, knowledge, and systems to make life easier and better. Technology involves the application of knowledge, tools and skills to solve problems and extend human capacity (Johnson, 2009). To promote sustainability, the technology to be transferred must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability (OECD, 2009). The quality of any asset or piece of infrastructure will have a direct bearing on its economic life.

The longer it lasts, the more sustainable the resulting benefits. However, the appropriate level of quality must be against a number of criteria, including; user expectations and acceptance, costs and benefits; including how investment and maintenance costs will be financed, reliability of delivery or supply systems; and local capacity to maintain the asset including access to spare parts. Stakeholders' participation in the selection, testing of new technology for promoting its sustainable use. Demand-responsive approaches (such as water sanitation systems) are more acceptable as being more sustainable than supply.

Another way to enhance technical sustainability is by training the local beneficiaries. Training to support the introduction of new technology is usually an essential component of sustainability strategy. Training must be relevant and appropriate, and continuity of the training program itself including refresher and follow up training must also be considered in many instances, one-off externally funded training will be inadequate. Building on actively supporting existing local capacity to deliver training provided by either public or private sector agencies, may be part of sustainability strategy.

2.4 Critical review

There are concerns in the gathered literature about the project sustainability and other than the stated variable it can be noted that there is minimal understanding of the project sustainability. The study also notes that significant lack of knowledge with regards to project sustainability, not only at the conceptual level, but at the practical level too. The dangers of practicing project sustainability without an adequate knowledge base are unsafe for any organization. It is confusing and counter - productive as organizations do not achieve what they set out to achieve.

This research is important and may be justified on several grounds within the context of intense competition particularly for managers and organization seeking new sources of project sustainability. In line with this argument, a number of authors report that project sustainability came to prominence as a project are easily implemented but no continuation of the same project due to rapid economic and technological change and increasing, complex external environment.

2.5 The Conceptual Framework

Figure 2.1 shows the relationship between the various key independent variables and dependent variable as discussed in the literature review.

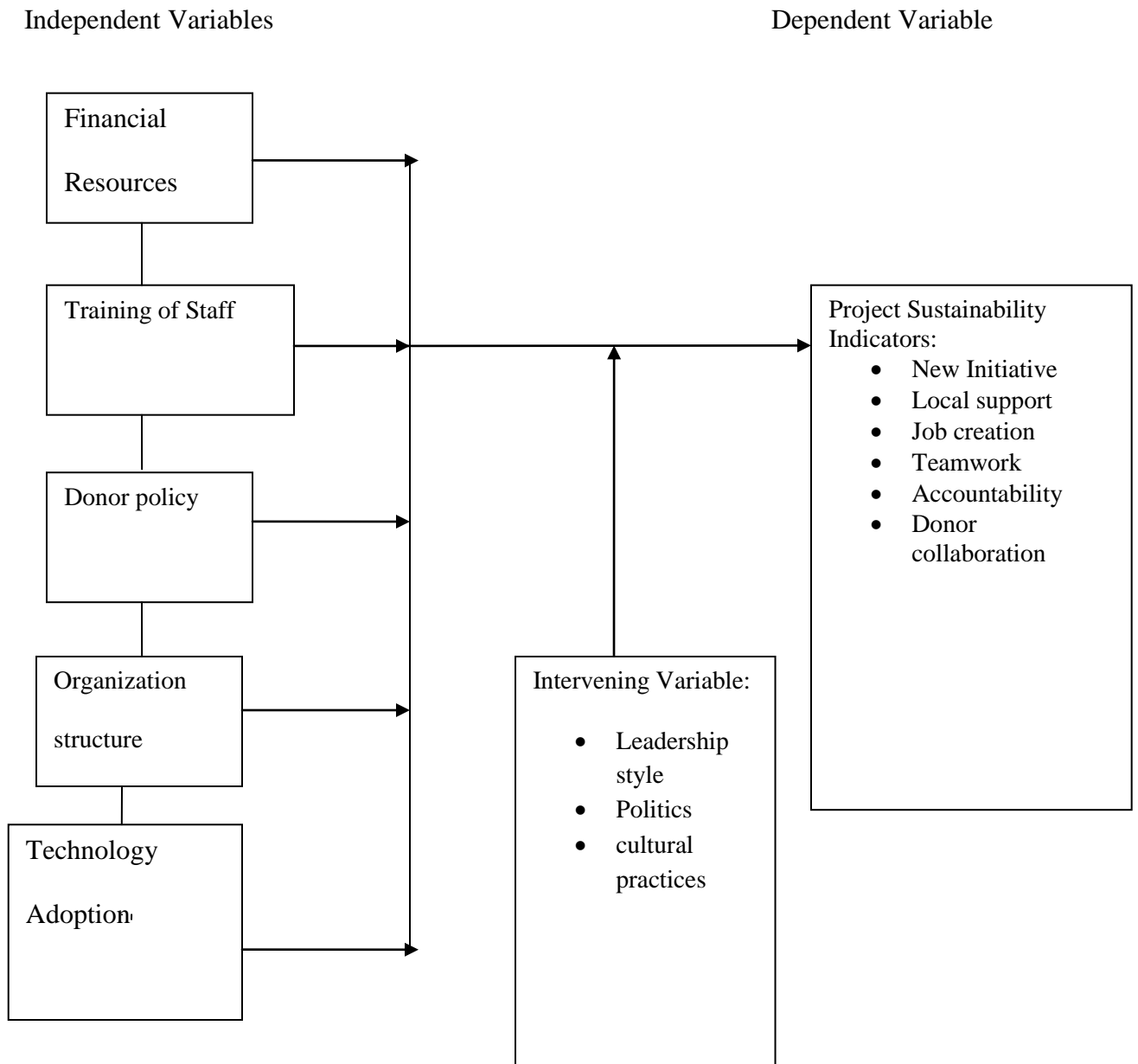


Figure 2.1: Conceptual Framework Source (Author, 2014)

The conceptual framework of the study was developed from reviewed literature and relevant objectives. The framework shows that a relationship exists between the independent variable (financial resources, staff training, donor policy, and organization structure and technology adoption) and dependent variable (project sustainability) which can be measured using the following sustainability indicators; new initiative, teamwork, local support, job creation, accountability and donor collaboration.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter describes research design and research methodology that was employed in finding out determinants influencing sustainability of orphans' donor funded project of church based organization. In addition, it discusses the research design, target population, sampling design and technique, sample size, instrumentation, data collection and analysis.

3.2 Research Design

The study adopted descriptive research design. According to William (2006), descriptive studies are more formalized and typically structured with clearly stated investigative questions. According to Mugenda and Mugenda (2003) descriptive research determines and reports the way things are. It is restricted to fact finding and may result in the formulation of important principles.

3.3 Target Population of the Study

Cooper and Schindler (2003) define target population as the list of the element from which sample size is actually drawn. The target population comprised of all the 114 members involved with Zoe Ministry. This was drawn as follows; 3 Project Trustees drawn from Maua Methodist Hospital Management, 6 Project employees who include project manager, accountant and social worker who are the only employee of ZOE Ministry and 105 Project Mentors drawn from 26 location that the project targets.

Table 3.1 Target population

Stakeholders	Target population	Percentage
Project Trustee	03	2.6
Project Employees	06	5.3
Project Mentor	105	91.3
Total	114	100

Source Zoe Ministry Registry (2014)

3.4. Sampling Technique

A list of the project trustees, project employees and mentors was obtained from Zoe Ministry Registry (2014). Stratified random sampling was employed to select the respondents.

3.4.1 Sample Size

According to Welmem (2001) the size of the population usually makes it impractical and uneconomical to involve all the members of the population in research project. According to Mugenda and Mugenda (2003), a sample size is considered appropriate if it is large enough to represent the whole population. She suggests that for descriptive research design at least ten percent sample is appropriate.

Table 3.2-Sample Size

Stakeholders	Target population	Sample size	Percentage
Project Trustee	03	02	2.89
Project Employees	06	04	5.79
Project Mentor	105	63	91.3
Total	114	69	100

Source (Author, 2014)

3.5 Data Collection Instrument

Data was collected from primary sources. The Primary data was collected using a questionnaire. The structure of the questionnaire was as follows; Section A dealt with demographic characteristics about respondents' gender, age, educational level and length of time working with the Zoe Ministry. Section B examined independent variables: financial resources, staff training, donor policy, organization structure and technology adoption. Section C examined the dependent variable (Project sustainability) Section D dealt with open ended question touching on each variable.

The questionnaire was Likert scale in nature and structured. However before data collection, a pilot testing was conducted by administering 10 questionnaires to the respondents, which did not form part of the 69 final sample size of the respondents. This was done to test the instruments for reliability and fine-tune the questionnaire to ensure they gather the relevant data for the research problem.

3.6 Reliability & Validity

Reliability is a measure of the degree to which a research instrument yields constant results or data after repeated trials (Mugenda & Mugenda 1999). Reliability in research is influenced by random error. Validity is the accuracy and meaningfulness of inferences which are based on the research results. It is the degree to which result obtained from the analysis of data actually represents the phenomena under study. (Mugenda & Mugenda 1999) argues that validity therefore will have to do with how accurately the data obtained in the study represents the variable of the study.

To determine the reliability and validity, a pre-test on the primary tools was conducted to find out whether there were inadequacies such as lack of enough spaces to respond or any ambiguous question. Before the start of the data collections, pre-testing of the questionnaire was done to test the reliability of the instruments and the validity of the study (Sekaran, 2003). The validity of qualitative research will determine whether the research truly measures that, which is intended to measure or how truthful the research results are (Jopper, 2000).

A pilot study was thus conducted to detect weakness in design and instruments and to provide proxy data for selection of a sample (Copper and Schindler, 2003). In order to test reliability of the instruments, Internal Consistency Techniques was employed using the Cronbach's Alpha. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb. That indicates acceptable reliability and 0.8 or higher indicates good reliability (Mugenda, 2008).

3.6.1 Test of Reliability

Healy & Perry (2000), assert that reliability is the extent to which result are consistent overtime and an accurate representation of the total population understudy. Cronbach'Alpha was used as a measure of reliability and internal Consistency. Cronbach's Alpha is a reliability coefficient that indicates how items in a set are positively correlated to one another. It measures the intercorrelations among test items, with a measure of one being higher in terms of internal consistency and reliability and 0.7 to 0.9 being acceptable (Revelle\$McDonald,2006).The table below shows the results of the reliability test.

Table 3.3: Cronbach's Alpha Reliability Test

	Frequency	No. of item
Financial Resources	.753	7
Staff Training	.606	8
Donor Policies	.728	5
Technology Adoption	.603	8
Organization Structure	.723	6
Summary of all Items excluding bio-data	.753	34

Source (Survey data, 2014)

The reliability table above indicates a higher degree of reliability and internal consistency with items pertaining to Financial Resources, donor policies and organization structure. It

however shows figures slightly below 0.7 for items with staff training and technology adoption which can equally be accepted based on an assertion by Field (2009).Accordingly to Field (2009),unlike scientific experiments that can yield values from 0.7 to 1,when dealing with psychological constructs, values below 0.7 can realistically be accepted because of the diversity of the constructs being measured. When the entire items were tested together, the reliability test yielded 0.753 indicating a high degree internal consistency and reliability.

3.7 Data Analysis and Interpretation

Quantitative and qualitative approach was used in data analysis. Quantitative approach was used to analyze the structured questions .The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analyzed using the Statistical Packages for Social Scientists (SPSS) computer software as a tool. Qualitative approach was used to the unstructured questions then summarized to capture common theme and present in form of frequency and distribution tables.

The results were presented in terms of tables, graph and charts for easier understanding and interpretation. Descriptive statistics was which used included frequencies, measures of central tendencies and dispersion to summarize the data. Inferential statistics allows one to draw conclusion about the unknown parameter of population based on statistics which describes a sample from target population. Measurement for each variable will be done by having a simple regression for each variable. This indicates the variance shared by the independent variable and the dependent variable.

The multiple linear regression models for the study were as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \Sigma$$

Y = Project Sustainability

β_0 = Constant term

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Beta coefficients,

X1 = Financial resources

X2 = Staff Training

X3 = Donor policy

X4 = Technology Adoption

X5 = Organisational structure

Σ = the error term

CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This chapter presents the results from data analysis presentation and a discussion of research findings. It covers the background information of the respondents and the response rate.

4.2 Analysis of the Response Rate and Descriptive Statistics

4.2.1 Response rate

A total of 69 questionnaires were produced and administered to the sampled respondents. At the end of the data collection process, a total of 61 useful questionnaires were returned and hence were coded and analysed representing 89% response rate. This high response rate increases confidence for the generalization of the study findings.

4.2.2 Background information on respondents

Table 4.1: Gender of respondents

Gender	Frequency	Percentage
Male	38	62.3
Female	23	37.7
Total	61	100

Source (Survey data, 2014)

Out of the 69 respondents interviewed; 38(62.3%) were male while 23(37.7%) were female hence the results of the study are gender sensitive.

Table 4.2: Respondents' Level of Education

Level of education	Frequency	Percentage
O level	10	16.4
Diploma	14	14.5
First degree	4	6.6
Post graduate	01	1.6
Other(A level, certificate)	32	52.4
Total	61	100

Source (Survey data, 2014)

The researcher wanted to know the respondents level of education; out of the 61 respondents interviewed; majority 32(52.4%) had attained other (A level, certificate) of education, 14(14.5%) had attained diploma level of education while it was only 1(5.8%) who had attained post graduate level of education. Therefore it is significant that the organization has a knowledgeable work force to push the achievement of company objective and thus remain relevant.

Table 4.3 Age of respondents

Age/Years	Frequency	Percentage
Below 20 years	12	19.7
20-29 years	25	40.9
30-39 years	11	18.03
40-49 years	7	10.2
Above 50 years	6	8.7
Total	61	100

Source (Survey data, 2014)

The result shows that majority of the sample 25 (40.9%) were aged between 20-29 years while 6(8.7%) were the minority aged 50 and above. The respondents were very young and that had energy to produce result although they may lack experience because some of them had begun their working experience, but majority belonged to economically active age with minority approaching their retirement.

Table 4.4: Duration of respondents in the Zoe Ministry

Number of years	Frequency	Percent
< 6 Months	11	18.1
6 months-1 Years	17	27.9
1-3 Years	25	40.9
3-5 years	5	8.1
5 years and above	3	4.9
Total	61	100.0

Source (Survey data, 2014)

The major portion of the respondents 25(40.9%) was in the range of 1-3 years and 17(27.9%) of the respondent were in the range of 6 months to 1 year while minority 3(4.9%) were in the range 5 years and above. This means that only few employees had actually been with Zoe ministry for about five years. Considering that the majority staffs have worked for less than three years it can safely be deduced that most of the staff have come from other institute to be employed by Zoe Ministry and hence possess necessary experience in their relevant field.

4.3 Determinants influencing Project sustainability

4.3.1 Financial Resources

Table 4.5: Financial Resources

Descriptive Statistics on Financial Resources			
Item	N	Mean	Standard Deviation
Funds spent on the set budget	61	2.51	1.171
Project get enough financial support	61	2.65	1.223
Funding reliability and timely disbursement is done by donor	61	2.72	1.223
Funding is limited to the scope of the project	61	2.78	1.327
Funding affect project sustainability	61	2.93	1.332
Funding specifies the project undertaken	61	3.12	1.255
Documentation influences release of funds	61	3.17	1.372

Source (Survey data, 2014)

The results in the table above indicate that documentation influences release of funds is highly rated with a mean of (3.17) out of possible mean of(5.00).This means that for funds to be released proper documentation and proper accounting being in place plays a key role. This also goes hand in hand in having Funding specifying the project to be undertaken with a mean of (3.12).This means that the money released must be targeting a given project and fund allocated for the same project with set budget.

However, funding reliability and timely disbursement is done by the donor with a mean (2.78) meaning that the donor is keen on releasing the fund so that the project keeps running. Funds spent on the set budget with the lowest mean of (2.52) was causing an alarm because of a likelihood that fund were spent out of the budget and this mean some item budgeted could not be accomplished.

Documentation plays a key role to financial resources because for proper accountability proper record keeping must be in place. This increases the project sustainability because funds are still available for the project and implementing the specific project fund also matters. Financial resources are key for any sustainability of project that is donor funded.

4.3.2 Staff Training

Table 4.67: Staff Training

Descriptive Statistics on Staff Training			
Item	N	Mean	Standard Deviation
Short term training assessment is well done	61	2.81	1.088
Formal training on account system of donor funds	61	2.90	1.202
Job allow adequate opportunities of training	61	3.22	1.402
Innovation is encouraged by employee	61	3.29	1.496
Staff are trained with relevant skills	61	3.33	1.268
Professional growth with provision of resources	61	3.42	1.242
Training reserved for senior management	61	3.74	1.171

Source (Survey data, 2014)

The result in the table above indicates that training is reserved for senior management has the highest mean of (3.74) out of possible mean of (5.00). Provision of the short term training assessment is well done has the lowest mean of (2.81). Innovation is encouraged by employees with a mean (3.29).

The study notes that with the nature of response achieved by Staff training .The approach adopted by the organization influence the employee is varied ways. Training is taken as a motivational force this assumed in this study that employee are well motivated through training and development. By so doing it is also assumed that it can help to resolve labour turnover because employee have achieved professional growth with provision of resources which is rated at (3.42) through training.

Harrison (2005) employee development was seen as too evacuative of the master slave relationship between employer and employee for those who refer to their employee as partners or associate to be comfortable with Human Resource Development was ejected by academics who objected to the idea that people were resources as idea that they found deeming to the individual.

4.3.3 Donor policies

Table 4.7: Donor policies

Descriptive Statistics on Donor policies			
Item	N	Mean	Standard Deviation
Donor policies enhance sustainability	61	2.43	1.289
Fund raising policies sustain the project	61	2.58	1.398
Formal training on account system of donor funds	61	2.81	1.088
Planning horizontal promote sustainability	61	2.94	1.123
Donor has contract structure in place	61	2.96	1.499

Source (Survey data, 2014)

Donor policies enhances project sustainability through Donor has contract structure in place that is highly rated at mean of (2.96) out of possible mean of (5.00). Donor policies enhance sustainability that is lowest rated at mean of (2.43). Donor-led top-down projects generally fail to bring about sustainable benefits because they do not lead to stakeholder ownership and commitment. However planning horizontal promote sustainability with a mean (2.94). Donor policies is very critical for any project sustainability and thus for any contractual agreement the donor policies should be keenly looked at to enhance any sustainability in any given project and especially the donor funded orphan related because

orphan is a permanent mark and the project should have a going concern for total benefit of the beneficiary of the project.

4.3.4 Technology adoption

Table 4.8: Technology Adoption

Descriptive Statistics on Technology Adoption			
Item	N	Mean	Standard Deviation
ICT personnel is skilled	61	2.14	1.061
Technical operation well computerized	61	2.17	0.969
Record management well computerized	61	2.36	1.505
Appropriate technology and adequate infrastructure	61	2.45	1.323
Technology adoption affects sustainability	61	2.58	1.277
Accounting system is computerized	61	2.65	1.012
Operation and maintenance cost is provide by the donor policies	61	2.68	1.219

Quality data system is in place	61	2.74	1.291
Supportive ICT policies are in place	61	2.75	0.812

Source (Survey data, 2014)

The study notes that supportive ICT policies are in place and are adopted by the organization rated highest at (2.75) out of possible mean of (5.00). It is assumed in this study that donors have very clear ICT policy and well adopted. By so doing it is also assumed that it can help enhance activities within the organization although ICT personnel is skilled may be achieved but it lowest rated at (2.14).

ICT involves the use of tools, knowledge, and systems to make life easier and better. Technology involves the application of knowledge, tools and skills to solve problems and extend human capacity. Project sustainability is key and all the activities are computerized also enhance accountability through record management. Record computerisation is rated with a low mean of (2.36) as compared to accounting system which is computerized which is rated (2.65).

Technology adoption should enhance project sustainability and this can be achieved by training the local beneficiaries. Training to support the introduction of new technology is usually an essential component of sustainability strategy. Training must be relevant and appropriate, and continuity of the training program itself including refresher and follow up training must also be considered in many instances, one-off externally funded training will be inadequate.

4.3.5 Organization Structure

Table 4.9: Organization Structure

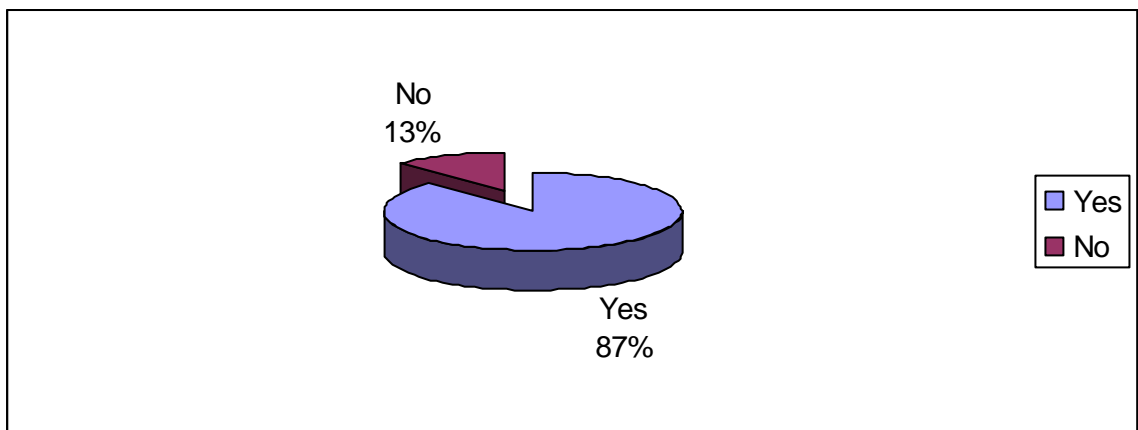
Descriptive Statistics on Organization Structure			
Item	N	Mean	Standard Deviation
Supportive leadership style	61	2.46	1.208
Power is shared and responsibility	61	2.48	1.023
Identified multiple counterpart	61	2.52	1.208
Existing line working position is encouraged	61	2.61	0.958
Teamwork approach is emphasized	61	2.74	1.080
Defined advisory and executive roles in place	61	3.12	1.119

Source (Survey data, 2014)

The study notes that defined advisory and executive roles are in place and are rated highest at (3.12) out of possible mean of (5.00) this assumed in this study that management are well defined. By so doing it is also assumed that it also applies with the other staff members in the organization may not be achieved because supportive leadership style is rated lowest rated at (2.46).

Project sustainability is enhanced by organizational structure because the framework organization uses an outline line of their authority and communication processes. The framework usually includes policies, rules and responsibilities for each individual in the organization. Teamwork approach is emphasized and is rated (2.74) and this will enhance better result in the organization.

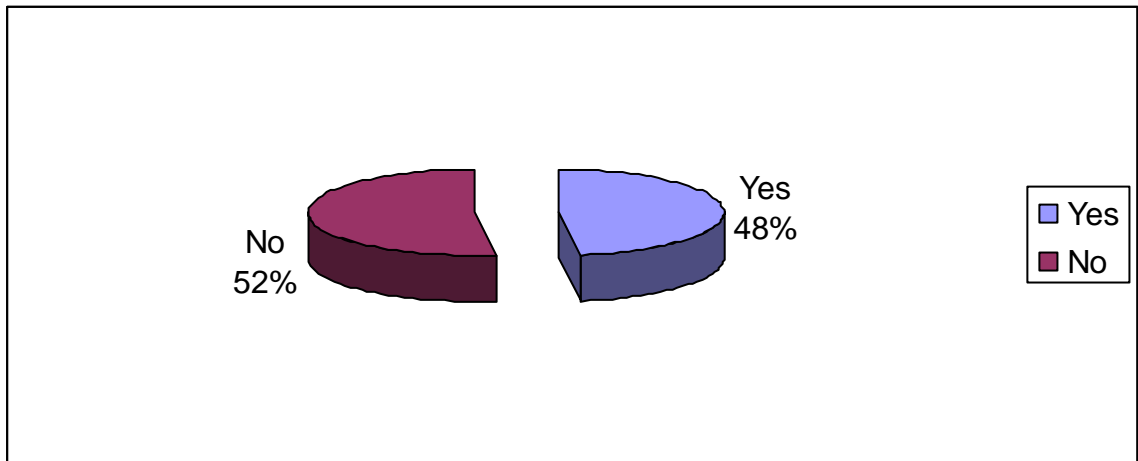
Figure 4.1. Noticeable change in community as result of the project



Source (Survey data, 2014)

Figure 4.2 below shows that the majority (87%) of the respondents interviewed supported that there is a noticeable change in the community as a result of Zoe ministry projects while 13% said there is no noticeable change. This could be attributed to those respondents who are not aware of what the project the activities the Zoe ministry is undertaking.

Figure 4.2 Issues of Zoe ministry towards reaching its goal



Source (Survey data, 2014)

The researcher wanted to know the respondents opinion concerning the issues which may prevent the Zoe Ministry from reaching its goal. From the data analysis majority (52%) of the respondents said that there no major issues that would prevent the ministry from achieving its goal while 48% said there were issues that could prevent the ministry from achieving it goals. These issues includes the community not getting enough support as per their expectations, underfunding of the project, mentors not being enough to guide the beneficiaries and that those available are overload with work.

4.4 Inferential Statistics

In this sub –section, result of inferential statistical technique used in the research are presented. Person Product Moment Correlation Coefficient was computed to obtain relationship while multiple Regressions were used to observe which among the five independent variables is most important. From the result obtained in the research, it will then be possible to draw relevant conclusions.

4.4.1 Correlation

Person Product Moment Correlation Coefficient was computed for determining relationship between independent variable (financial resources, staff training, donor policies, technology adoption and organization structure) with project sustainability. The result shows that there is statistically strong positive relationship between all the variables of project sustainability. Preliminary analyses were performed in order to ensure no violation of the assumptions of normality, linearity and homoscedasticity. This is shown in the table 4.10.

Table 4.10 Dimension correlation with independent variable and performance

Correlations

	1	2	3	4	5
Project sustainability					
Financial resources	.839**				
Staff training	.658**	.673**			
Donor policies	.739**	.536**	.754**		
Technology adoption	.441**	.452**	.405**	.498**	
Organization Structure	.635**	.739**	.632**	.541**	.503**

**Correlation is significant at the 0.01 level (2-tailed) 1- financial resources 2 staff training 3 donor policies 4 technology adoption 5 organization structures

Source (Survey data, 2014)

The table above shows that relationship between technology adoption and all the components of sustainability is quiet insignificant. It is only significantly related with relationship to project sustainability. The values of correlation coefficient vary from lowest 0.405 to highest 0.839.The lowest corresponds to technology adoption and organisation structure while the highest value is financial resources and donor policies: the highest correlation strongly suggests that the two tests are measuring the same things and doing so with great consistency. The high correlation reflects two window of the same attribute.

4.4.2 Model Summary and ANOVA Test

ANOVA Test and Adjusted R square were computed as the preliminary test for multiple linear regression model adopted in the study. These were used to show the significance of the regression model adopted in the study. Table 4.11 and 4.12 show the Model summary and the ANOVA test respectively.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R squared	Std.Error of the Estimate
	.7883	.6900	.6900	0.0805

a. Predictors:(Constant), financial resources, staff training, donor policies, technology adoption and organization structure

b. Dependent Variable: Project sustainability

Source (Survey data, 2014)

Model summary in table 4.11 shown an adjusted R square of 69%.This means that the independent variable tested explained 69% variability in the dependent variable.

Table 4.12 Anova Test

	Sum of square	df	Mean square	F	Sig
Regression	11.120	4	3.028	7.910	.000*
Residual	21.037	69	0.305		
Total	32.157	73			

a. Predictors : (Constant), financial resources, staff training, donor policies, technology adoption and organization structure

b. Dependent Variable: Project sustainability

Source (Survey data, 2014)

The ANOVA Test shown in the table 4.12 was used to test the significance of the regression model adopted in the study. The result of the ANOVA test showed an F-statistic of 7.91 which was statistically significant at 0.05($p < 0.05$).This shows that the

model adopted in the study was significant and that, the variable tested fitted well in the model.

4.4.3 Regression Results and Interpretation

Table 4.13 Multiple Linear Regression Analysis

Independent Variable	Coefficients (β)	T-statistics	Sig.level (P-Value)
Financial Resources	0.239	0.307	.001*
Staff Training	0.052	2.403	.761
Donor Policy	0.143	1.334	.000*
Technology Adoption	0.007	1.287	.675
Organisational Structure	0.134	3.278	.002*

Source (Survey data, 2014)

The regression equation is formed as $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$ and can be used to predict project sustainability. A common practice exist which considers variable with a p-value of less than 0.01 as significant, though the only basis for this cut off is convention.

The results indicate that there is a statistically significant, direct and positive relationship between the independent variables and project sustainability. Financial resources with a (coefficient of 0.239 and $P < 0.01$) this variable makes the strongest unique contribution to explaining project sustainability. There was also a significant relationship between donor policy and project sustainability with a (coefficient of 0.143 and $P < 0.01$). There was also significant found existing between organisation structure and project sustainability with a (coefficient of 0.134 and $P < 0.01$). Staff training shown a positive relationship with a

(coefficient of 0.052 and $P > 0.01$) which means this variable is not significant. Finally technology adoption shown a weak positive relationship between technology adoption and project sustainability with a (coefficient of 0.007 and $P > 0.01$) the variable is not significant although it had positive relationship.

The result indicates that there is a statistically significant, direct and positive relationship between the variable and project sustainability. A financial resource with a coefficient of 0.239 was the variable that made the strongest unique contribution in explaining project sustainability as compared to other variables explained. The coefficient value for technology adoption is the lowest making the least contribution.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusions and recommendations arising from the study involving a sample of 69 respondents sampled from target population of 114 Zoe Ministry staff which is a church based organization.

5.2 Summary

The main objective of the study is to examine determinants influencing sustainability of orphans donor funded project of church based organization in Kenya. The study in particular has addressed the following specific objectives: (i) to determine how financial resources affects sustainability of orphans donor funded project of church based organizations (ii) to establish how training of staff of church based organizations affects sustainability of orphan's donor funded project,(iii) to establish how donor policy affects sustainability of orphans donor funded project of church based organizations (iv) to investigate how the organization structure influence sustainability of orphan donor funded project in church based organizations.(v) to establish how technology adoption affects sustainability of orphans donor funded project of church based organizations.

Out of the 61 useful questionnaires which were returned and analyzed more males participated in the research than female but by only a slight percentage. The respondents' level of education was good with the majority having attained A" level and certificate level of education. In addition majority of those interviewed had been in Zoe Ministry for 1- 3 years which is enough time to enable the respondents to understand the issues influence sustainability of orphans donor funded project in Zoe Ministry.

The study found out that good number of Zoe Ministry staffs were familiar with Matters of project sustainability as observed in the analysis. Training and development influence project sustainability in an organization since the function and duties in the organization do differ hence one departments training cannot apply to other department.

The extent to which financial resources influence project sustainability in the organization was observed to be at a very high extent by majority of the respondent. The study therefore notes that financial resources is considered to be very important determinant for project sustainability .The study note that project that do not deliver clear and equitable financial or economic benefits, which are apparent to the stakeholders, it is most unlikely to be sustainable after donor funding is withdrawn.

The finding in the study found that donor policy influence project sustainability. Donor policy in the organization is considered to be a bidding factor between the project and the donor funder is a critical factor in project sustainability. Technology Adoption itself allows for existence of project sustainability to promote sustainability, the technology is to be used must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability in the organization.

Finally the finding in the study found that organization Structure influence project sustainability because an organization structure is key in performance of the organisation. The framework usually includes policies, rules and responsibilities for each individual in the organization. Several factors affect the organizational structure of a company among employees in an organization leads to a good working relationship extents to which companies with very strong and specific culture find it has empowered anyhow as there

anyhow as there are set cultures to be followed. It is noted that set work practices of doing things in the organization make it difficult to practice empowerment of employee that led to project sustainability.

5.3 Conclusions

The study concluded that both the Zoe ministry staff and trustee are very familiar with matters regarding project sustainability. It was not clear on how presence or lack of technology adoption influence project sustainability considering some of the said ICT personnel lack training but project was going on well. Staff Training and development influence employee empowerment in the church based organization dealing with orphans. The regression states that training and development is of great impact to employee empowerment.

The study also conclude that the extent to which financial resources influence project sustainability in an organization is at very high extent award of financial resources is considered to be very important and determines the work willingness. The study concludes that financial resources is a factor that is considered to act as influence to project sustainability but in situation where financial resources are not granted this will influence the project sustainability.

The study concludes that organization technology adoption influence project sustainability in Zoe ministry. Some organization associate technology adoption to project sustainability others do not. In Zoe ministry it was rated on average affect to project sustainability.

Finally it is concluded that organization structure influence project sustainability. Organization structure in the organization is considered to be a way of exercising authority and the organization perspective the level at which the variable affects sustainability will be varied.

5.4 Recommendations for policy implication

The study recommends the following that the finding from the study indicates that three are determinant influencing sustainability of orphans donor funded project of church based organization in Kenya. The factors are considered to influence to the stated or observed variable. Some of the factors put on recommendation are as follows: financial resources should be in a granted because it the back born of any project sustainability and considered as factor that influences sustainability of donor related project.

The organization must have activities that generate income from within to avoid over reliance with donor and also can supplement the financial assistance from the donor. Finally the study recommended that adoption of succession planning was necessary to ensure that the target beneficially and the stakeholder are well prepared to effectively run the project after withdraw of donor support.

Organization Structure should be observed at all levels of management in the organization considering the nature of the institution under study. Technology adoption should be upheld to improve the effectiveness and efficiency of organization working. Staff training is more emphasized and training should be relevant to the area of work. Finally donor policy having been observed as a critical because this binding contract with

Zoe Ministry with the beneficially and so the policies should strike a balance to have both side not to suffer.

5.5 Areas for future research

This work may serve as basis for further studies in Project sustainability. The researcher can adopt the same study in a different organization or sector set up. The study was also limited to five variable Financial Resources, Staff training, donor policy, technology adoption and organisation structure. More variable can be incorporated in the model.

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APPENDIX A: INTRODUCTORY LETTER

I am a Master's student in Business Administration degree in the school of Business at Kenyatta University, currently collecting data for a research study in partial fulfillment for the degree. The title of the study is: *Determinants influencing sustainability of orphan's donor funded project of church based organization in Kenya: a case of ZOE Ministry.*

The information, which you will provide, will be confidential and shall be applied for the purposes of this study only. The results of the survey are to form a basis for formulating ways of sustaining of donor funded project with specific focus on Church based organization. In order to collect data, a semi- structured questionnaire has been designed for your completion. Read each question carefully and provide adequate answer.

The purpose of this letter is, therefore, to request you to willingly provide the required information. This will enable the researcher to collect the required data and complete the study. If you have any questions regarding this project, contact me using telephone number 0723-170613. Thanks in advance.

Yours faithfully

Gitonga Imunya.

APPENDIX B: QUESTIONNAIRE

DETERMINANTS INFLUENCING SUSTAINABILITY OF ORPHAN'S DONOR FUNDED PROJECT OF CHURCH BASED ORGANIZATION IN KENYA: A CASE OF ZOE MINISTRY

SECTION A: GENERAL QUESTIONS (BIODATA)

1. Name (Optional).....
2. Sex: Male () Female () (Tick appropriately)
3. Respondents _____ position _____ in _____ the organisation.....
4. Indicate your age category:
Below 20 years () 20 – 29 Years () 30 –39 Years () 40-49Years ()
) above 50 Years ()
5. Educational Level Primary () Secondary () University / College () Other (Specify).....
6. How long have you been working on this project?
Less than 6 months ()
Between 6 months – 1 year ()
Between 1-3 years ()
Between 3-5years ()
Above 5 years ()

Section B: Independent Variable

7 Financial Resources

To what extent would you agree or disagree with the following statement as relate to project donor financial resources. Please tick the most appropriate response.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	This project get enough financial support from donors for its sustainability					
2	Funds availed are spent strictly on the set budget					
3	Funding specifies the project that should be undertaken					
4	Funding is limited to the scope of the project undertaken					
5	Funding affects the project sustainability					
6	Funding is reliably and timely disbursed from the donor					
7	Timelines of liquidation of documents is set on the donor released funds					

8 Staff Training

To what extent would you agree or disagree with the following statement as relate to training and education levels. Please tick the most appropriate response.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	All staff are trained with skills related with what they are doing					
2	My supervisor provides staff with the time and resources for our own professional growth					
3	There is availability of training opportunities					
4	The employees are encouraged to try new methods and creative ideas					
5	The nature of my job allows adequate opportunities to be trained					
6	Training opportunities are only reserved for senior staff					
7	Short term training assessment is ensured that is not conducted on hit and run basis					
8	Formal training on foreign aid management ,budgeting and accounting by donor funding is done					

9 Donor policies

To what extent would you agree or disagree with the following statement as relate to Donor policy. Please tick the most appropriate response

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Donor policies enhances sustainability of the project					
2	Fund raising policies can sustain the project in future					
3	Donor planning horizon is adequate to promote sustainability					
4	Donors contracts structure promotes project sustainability					
5	Operation and maintenance cost that is slotted in the donor funding policies is adequate					

10 Technology Adoptions

To what extent would you agree or disagree with the following statement as relate to Technology Adoption. Please tick the most appropriate response.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Appropriate technology and adequate infrastructure to support new technology is in place					
2	The Accounting system in operation is well computerized					
3	The Technical operations are well computerized					
4	The Record management and communication operations are well computerized					
5	Technology adoption affects sustainability of this project					
6	ICT personnel are skilled					
7	Quality data system is in place					
8	Supportive ICT policies are in place					

12 Organization structure

To what extent would you agree or disagree with the following statement as relate to organisation structure and culture. Please tick the most appropriate response.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Supervisor emphasizes on team work approach					
2	There are clear defined advisory and executive roles in place.					
3	Working with colleagues who are in existing line position rather than creating new position is encouraged					
4	Identifying multiple counterpart per expatriate rather than only one or two					
5	Supportive leadership styles and culture are in place					
6	Power is shared among staff for them to take up responsibility and					

Section C: Dependent variable (Sustainability)

In this section we ask questions related to what is available in your Zoe ministry.

In this section we ask questions related to project sustainability in Zoe ministry. How far do you agree or disagree with the following statement? Please tick the appropriate responses.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	The Zoe ministry has developed an evaluation capacity that assist in understanding factors influencing sustainability of the project					
2	The project has new initiatives that are geared to improve the beneficiary					
3	The project has improved the live hold of community by job creation					
4	Provision of alternative funds both during and after the main project period is guaranteed through donor collaboration					
5	Environment is conducive to new and existing activities					
6	Funds availed is well accounted for and donors are satisfied that the funds are well utilized					
7	The project has received local support that guarantee continuation					

Section D

1) Are there any significant changes noticeable in the community as result of this project?

Yes () NO ()

If yes,
explain.....
.....
.....
.....

2) Are there any issues which may have prevented the Zoe Ministry from reaching its goal?

Yes () NO ()

If yes,
explain.....
.....
.....
.....

3)List any barriers that are encountered by the Zoe ministry programme that you could be aware of

?.....
.....
.....
.....

4) In your own opinion what should be done to ensure sustainability in Zoe Ministry programme?

.....
.....
.....

THANK YOU FOR YOUR PARTICIPATION

