

**DETERMINANTS OF SUSTAINABILITY OF NON-GOVERNMENTAL
ORGANIZATIONS AGRICULTURAL BASED PROJECTS IN KENYA A
CASE OF SEND A COW PROGRAMS IN WESTERN KENYA**

BY

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DECLARATION

This project is my original work and has never been presented for the award of a degree or any certificate in any other college or university.

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

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DEDICATION

This project is dedicated to my parents Mr and Mrs Jotham Mulati, my children Grace, Nicole, Ivanna, Isaac & Grace. Thank you so much for your encouragement and support. God bless you so much.

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I acknowledge the contribution, support and commitment of my supervisor Mr Shadrack Bett to whom I am indebted. He put in his expertise, time and effort in going through my work and giving direction and advice throughout the entire project proposal process. I thank members of staff and my fellow MBA students at Kenyatta University for their encouragement. I thank my husband George Tenge and the entire family for their support. I am also indebted to the management of Send A Cow for their support. I believe the entire support team and the community at large will benefit from my acquired knowledge and skills in Masters in Business Administration. I thank the Almighty God for granting me good health and strength during the time of this course and the project proposal development.

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OPERATIONAL DEFINITION OF TERMS

- Sustainability of NGOs:** is a measure of an organization's ability to fulfill its mission and serve its stakeholders over time.
- NGO:** Voluntary and autonomous organizations that exist to provide social economic services to the community.
- Capacity development:** Training and mentorship of the parties involved in the development and implementation of the projects.
- Community involvement:** Involvement & participation in the key aspects of NGOs projects.
- Funding:** The level of funding for the projects & the period.
- Monitoring and Evaluation:** Close follow ups to establish the Achievement of the set targets for the projects.
- Push - Pull Technology:** is a strategy for controlling agricultural pests by using repellent "push" plants and trap "pull" plants.

ACRONYMS AND ABBREVIATIONS

NGO	- Non-Governmental Organizations
SAC	- Send a Cow
SACK	- Send a Cow Kenya
CBO	- Community Based Organization
CBP	- Community Based Project
UK	- United Kingdom
M&E	-Monitoring & evaluation
CIP	- Community Involvement Plan
SADC	- Southern African Development Community
TOR	- Terms of Reference
FAO	- Food and Agriculture Organization
CVI	- Content Validity Index

ABSTRACT

Globalization and internationalization of firms coupled with advancements in information, communication and technology have revolutionized the way organizations operate to be competitive and sustainable. The results from prior studies show that sustainability of NGOs in Africa and even Kenya remains a challenge despite the efforts that have so far been made. This study seeks to establish the determinants of sustainability of Non-Governmental Organizations' agricultural based projects in Kenya, using a case study of Send A Cow Kenya. The study will be guided by four specific objectives which are: to find out the influence of human resource capacity on sustainability of agricultural projects by Send a Cow Kenya; to examine the influence of stakeholder involvement on sustainability of agricultural projects by Send a Cow Kenya; to determine the influence of funding access on sustainability of agricultural projects by Send a Cow Kenya; to establish the influence of monitoring performance on sustainability of agricultural projects by Send a Cow Kenya. This study will be guided by two theories which are resource based theory, theory of constraints and stakeholders theory. This study will use descriptive research design to meet the objectives of the study. Both primary and secondary data from Send A Cow will be used. The study population of this study will be 2130 beneficiaries consisting of staff of Send A Cow Kenya, peer farmer trainers & farmers. The target population for this study will be 213 beneficiaries representing 10% of the study population. Using proportionate stratified random sampling technique, a sample of 213 respondents will be randomly selected. Semi Structured questionnaires will be used to collect primary data from the respondents and secondary data will be obtained from the approved donor reports for Send A Cow for the period 2013-2017 when the organization was running high impact agricultural projects focusing on wealth creation. Statistical package for Social Science (SPSS) will be used in the analysis of data and results will be presented by frequency tables and bar graphs to show how the responses on various variables and indicators posed to the respondents. Reliability and validity tests will be conducted to determine the internal consistencies of the variables under investigation. Analysis of variance (ANOVA), correlation and regression analysis will be used in the study. The adjusted R^2 will indicate the variations in dependent variables that will be explained by the independent variables. The results will demonstrate the association that exists between the determinants and sustainability of NGOs that Send a Cow, donors and others NGOs within the sector may need to know. This study will also contribute to the existing literature in the field of determinants of sustainability of NGOs agricultural based project and may open up the areas for further research.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces the study by giving a brief background of Non-Governmental Organization, statement of the problem, research objectives, research questions, significance of the study, scope of the study and the limitation of the study.

1.1 Background of the Study

According to Bowman, (2011) the survival of any organization in the current world has become almost impossible to predict because of the ever-changing business environment. Globalization and internationalization of firms coupled with advancements in information, communication and technology have revolutionized the way organizations operate According to Ojahanon et al., (2013), most organizations would develop strategies to guarantee their survival. For sustainability projects must be underpinned by resources and capabilities that are sufficient enough to enable them survive the test of time. As Drucker (1990) pointed out, more often than not organizations find themselves with an ever increasing agenda of programs and activities requiring consistent and adequate funding but have to content with that they have limited opportunities of generating additional income. A sustainable project is one that can continue to fulfill its mission over time and meet the needs of its key stakeholders, particularly its beneficiaries and supporters (Malvern, 2002).

Non-Governmental Organizations are constrained by limited financial resources and period hence unlikely challengers of many developments in the societies. “The essence of Non-Governmental Organizations remains the same: to provide basic services to those who need them and supplement the government offered services. Many Non-Governmental Organizations have demonstrated an ability to reach poor people, work in inaccessible areas, innovate, or in other ways achieve things better than by official agencies by designing projects that meet their needs on the ground. Non-governmental organizations’ resources are largely additional; they complement the development effort of others, and they can help to make the development process more accountable, transparent and participatory. They not only fill in the gaps, but they also act as a response to failures in the public and private sectors in providing basic services” United Nations Secretary General 1995 (Togbolo, 2005).

Sustainable projects are those that are able to respond strategically and effectively to such external changes, revise their mission and objectives accordingly, access new sources of income, and adapt their systems and processes to meet the new challenges(Malvern, 2002).Sustainability involves taking action to provide a future where the environment and living conditions are protected and enhanced (Besel et al, 2011). Sustainability is a measure of an organization’s ability to fulfil its mission and serve its stakeholders over time. There is a wealth of knowledge about the process of improving organizations’ sustainability, built by the experiences of many people who have worked over many years to improve the sustainability of many different organizations. However, there must be full commitment to the process throughout the organization, from the board of

directors through senior management and the entire staff to sustain the business operations (Scholes K, 2007).

1.1.1 Sustainability of Non - Governmental Organizations

Broadly, sustainability refers to the ability of administrators to maintain an organization over the long term (Souza, 2000). NGO sustainability continues to be a challenge. Financial sustainability also refers to the ability by the Non-Governmental Organization to develop a diverse resources base so that it could continue its institutional structure and production of benefits for the intended client population after cessation of donor financial support (Renz, David & Associates, 2010). Non-Governmental Organizations (NGOs) are viewed as organizations that use surplus revenues to achieve their goals rather than distributing them as profit or dividends, depending on the business structure, revenue structure, and overarching goal of the organization (Lisa M, et al., 2012).

In both for-profit and nonprofit organizations, financial capacity consists of resources that give an organization the ability to seize opportunities and react to unexpected threats while maintaining general operations of the organization (Bowman, 2011). Distinct from a traditional for-profit business model that focuses primarily on making a profit for the benefit of owners and shareholders, nonprofits should make assessments in terms of their profitability and their social mission impact (Bell et al, 2010). This means that it's not enough for nonprofits organization to have a high-impact program if there's no effective strategy for sustaining the organization financially.

In a study on 19 Sub-Saharan African countries, United States Agency for International Development (USAID) (2010) found that only 6.2% of the NGOs in Africa were financially sustainable. The study concluded that local Non- Governmental Organizations (LNGOs) provided excellent service, but lacked financial sustainability due to overdependence on external donors as the only source of funding. The low financial sustainability of the NGOs in Africa was also attributed to poor performing economies that could not generate donations to the NGOs from local sources like the government, individuals and corporates. Many of the local NGOs in Africa were found to be weak and unable to compete with international NGOs for donor funding. Based on a sustainability index, it was noted that NGOs in Kenya are in the evolving level of sustainability implying that significant effort is required to ensure sector sustainability (NGOs report 2013-2014). Generally, the NGOs are largely unsustainable and may not be able to continue offering services and pursuing their objectives in the event that their donors are unable or unwilling to support them. Nevertheless, there is a possibility of NGOs being self-reliant in future. This is demonstrated by the ability of NGOs to raise 3 percent of the total donations through income generating projects. NGOs can also avoid over-reliance on donor funding from western countries by exploring more avenues to fundraise locally since 14 percent of the donations raised in 2013/2014 were from in-country sources. Non-Governmental Organizations (NGOs) are voluntary and autonomous organizations whose life exists between the citizens on one hand and the state and market on the other.

The NGO sector in Kenya has grown tremendously since enactment of the NGOs Coordination Act 1990. The NGOs Coordination Bureau provides overall leadership to the

NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. The Act will be effectively replaced by the Public Benefit Organization (PBO) Act, 2013, as soon as the Cabinet Secretary devolution officially announces the Act's commencement date (Kisinga, 2014). The Miscellaneous Amendment Bill of 2013, published on October 30, 2013, included, among several problematic provisions, an amendment to the Public Benefit Organization Act of 2012 that sought to cap the amount of foreign funding NGOs could receive at 15% of their budget (Kenya Gazette Supplement Number 146, 2013).

NGOs would only be able to receive more than the 15% of their budget from foreign sources if they demonstrate that they require the funds due to extraordinary circumstances, yet one of the problems usually faced by non-governmental agencies in Kenya is financial constraints (Kameri-Mbote, 2000). However, Members of Parliament (MPs) voted to reject the Bill in its second reading in December 2013, it is uncertain as to whether the bill will come back to parliament (Kisinga, 2014). According to the 2013/14 report it was established that accumulatively, 9,728 NGOs have been registered since inception of NGOB, however; the report indicates that the total number of active NGOs is 7,258. Among 537 NGOs registered in 2013/14, most of them preferred to operate in Nairobi County while education and health sectors remained the most preferred sectors (NGO Report 2013-14).

In recent years, they have also been at the center of renewed searches for sustainable process of social, environmental and economic development and actions on issues such

as peace, democracy, human rights, gender equity and poverty eradication (Amutabi, 2006) The report has demonstrated that NGOs are making immense contribution to Kenya's national development. For instance, a total of KES 71.4 Billion was spent in various projects across the country in the year 2013-2014. Of the funds utilized only 3% was generated by NGOs themselves while 81% was from foreign agencies and other donors with only 1% coming from the government of Kenya. This shows heavy reliance on donor funding which affects sustainability

In Kenya, the most consequential challenges facing projects is the aspect of funding which has led to many collapsing? The Academic for Educational Development (AED) is one of the international NGO that ceased operations as a result of donor funding being stopped. AED collapsed 3 months after the United States Agency for International Development (USAID) stopped their funding (Beam, 2011). It collapsed due to overreliance on one donor who eventually pulled out leading to the death of the organization. In addition, more than fifty NGOs and CBOs operating in Rift Valley and Western have collapsed due to lack of funds (Ndanyi, 2014). There is therefore a great need in reviewing the sustainability of NGOs in-depth to avoid such occurrences.

The participating institution's projects are therefore not exempt from sustainability considerations and should be duly included. Therefore, this research is a call for institutions to integrate the concept of sustainability in projects, because the resources that they depend on are finite and if not adequately managed they will carry long-term consequences. Institutions are undergoing a paradigm shift whether

voluntarily or not from viewing sustainability as an option to being concerned with the consequences of sustainability in all operations (Gachie, 2015). However, rather than reactively address sustainability within projects, it is important to identify both the 'current' and the 'future' in project management. However, this places a project in a dilemma, which is more concerned with profitability in the 'current', which contradicts one of the fundamental principles of the concept of sustainability a call to think from the end in mind and not in the current mentality. Hence, this study sought to contribute towards integrating these two fields (project and sustainability) by exploring factors affecting sustainability and looking at it in terms of project continuity, improved living standards of the beneficiaries, project maintenance and cost recovery.

1.1.2 Send a Cow (SAC) Kenya

Send a Cow (SAC) is UK based international NGO set up in 1988 by a group of British farmers responding to a request from Uganda for dairy cows. SAC Group started supporting projects in Kenya as a funding partner with Heifer international in the year 1995, SAC continued its partnership with Heifer International until 2013 when it registered in Kenya as a branch of SAC Group and started its operations independently with the vision to see a confident and thriving rural Kenya. The mission is to give communities and families the hope and the means to secure their own futures from the land.

As a development charity, SAC-Kenya (SACK) work with poor rural famers to promote food and livelihood security enabling farmers to manage the crops and animals in an

integrated and environmentally friendly manner for improved productivity and sustainability. SAC-Kenya supports smallholder farmers, who are struggling to compete. Western Kenya was initially dominated by Sugar farming with the challenges in sugar industry small holder farmers continue to suffer; farmer's especially small holder farmers are open to alternatives sources of livelihood. This has attracted the entry of multiple organizations focusing building the livelihoods of the smallholder farmers.

Send A Cow serves close to 130,000 small holder farmers through giving farm inputs on credit, Agrics Kenya runs a similar program in western Kenya, through this still some farmers are not able to meet the required repayment requirements, thus the programme is yet to be sustainable. Send A cow through its group development model, they focus on building the groups through trainings and provide restricted commodity grants in terms of cows and goats farmers are not required to repay back but they pass over the returns (calves and Kids) to other members in the groups. With its unique approach Send a Cow has managed to implement sustainable projects with the community thus its use a case study to help understand what really can ensure NGOs sustainability at the same time look into what needs to be improved further.

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1.2 Statement of the problem

The attainment of project sustainability is very key for the NGOs and preparation of exit strategy. In order for NGOs to realize their potential contribution and to efficiently manage their activities, it is essential for them to be sustainable. Experience in the development sector reveals that project sustainability is a major issue (Panda, 2007). In a study conducted by Karanja et al., on factors influencing financial sustainability of non-governmental organizations in Isiolo county, Kenya it was concluded that the issue of funding in NGOs is still a major challenge and government sometimes interferes with it. NGOs board report established that the NGOs that filed annual reports in 2013/14 received a total of KES 125.2 Billion meant for a wide range of public benefit interventions.

A lot of evidence presented in support of the direct link between these factors and sustainability of projects is anecdotal and often over emphasized in different literatures. Karanja et al., (2014) conducted a study on the assessment of factors influencing financial sustainability of non-governmental organizations in Isiolo County; the study focused on different factors like monitoring and evaluation but did not look at the indicators focused in this study. Chepkemoi et al., (2015) studied the effects of Financial Management and Practices on Financial Sustainability of NGOs in Nairobi the study majored on financial management and sustainability living out other factors affecting sustainability. Yuniah, (2016), on influence of community participation on project sustainability in Mau Mara Serengeti Sustainable Water Initiative (MaMaSe) in Mara Basin – Kenya, the study looked at community participation as the factor affecting sustainability of the project limiting other factors. This formed a gap for the study to be carried out. Apart from this most studies focused on other case studies not SACK.

Despite the NGOs Board report of 2013-2104 indicating an increase in sustainability index of about 3.85% from 42.85% in 2010 as indicated in the USAID report 2010, the overall sustainability of 46.7% is still low. This indicates that sustainability of NGOs in Sub Saharan Africa still remains to be a challenge Kenya NGOs included. This study seeks to establish the determinants of sustainability of non-governmental organizations in agricultural projects in Kenya, a case study of Send a Cow Kenya.

1.3 Objectives

The study had general objective and specific objectives. This study was guided by the following objectives.

1.3.1 General Objective

The general objective of the study was to establish the determinants of sustainability of non-governmental organizations agricultural based projects in Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

- i. To find out the influence of human resource capacity on sustainability of non-governmental organizations agricultural based projects.
- ii. To examine the influence of community involvement on sustainability of non-governmental organizations agricultural based projects.
- iii. To determine the influence of funding on sustainability of non-governmental organizations agricultural based projects.
- iv. To establish the influence of monitoring and evaluation on sustainability of non-governmental organizations agricultural based projects.

1.4 Research Questions

The study sought to answer the following questions:

- i. How human resource capacity influence sustainability of non-governmental organizations agricultural based projects?
- ii. How community involvement in projects development influence sustainability of non-governmental organizations agricultural based projects?
- iii. How does Funding influence sustainability of non-governmental organizations agricultural based projects?
- iv. What is the influence of monitoring and evaluation on sustainability of non-governmental organizations agricultural based projects?

1.5 Significance of the Study

This study will be beneficial in a number of ways. The study will assist policy makers in policy selection and decision making as through it enhance them develop strategies that will enable them to survive in current dynamic environment as well and develop competitive advantage. It will act as a useful resource for the government in understanding the need and usefulness of adopting appropriate strategies that enhances NGOs operations sustainability and survival.

Send A Cow as an organization may also benefit from the study findings by understanding the need for rethinking their strategies that will enhance sustainability of their programs for rural small holder farmers. Furthermore this study contributes more to the library of knowledge especially by updating already available information since the study includes current statistics which are unavailable in other studies. It will also add to

the foundation that is being laid in research on the various strategic factors that influence NGOs sustainability.

1.6 Scope of the Study

This study focused on the determinants of sustainability of non-governmental organizations agricultural projects in Kenya. The study used a case study of Send a Cow an international NGO located in Kakamega Kenya. Kakamega is located in the Western part of Kenya. The study targeted 213 respondents drawn from Send A cow staff and its beneficiaries as they have a clear and extensive selection criterion. The beneficiaries' selection for the study was restricted to the beneficiaries that went through the formal training for wealth creation project under Send a Cow between 2013 to 2017. The study was carried out in 2021.

1.7 Limitations of the Study

Since the study used questionnaires as the main primary data collection instrument the accuracy of the information collected might not be guaranteed, there were also delays in getting the filled-up questionnaires from the respondents especially because of the COVID -19 restrictions. To counter this, I had to make several trips to the field and offer support to respondents to get information. The study findings were limited to NGOs focusing in wealth creation, and this might have affected the generalization of the findings to other sectors.

1.8 Organization of the Study

This research is organized into five chapters. Chapter one includes the background of the study, statement of the problem, purpose of the study, study objectives, research questions, scope of the study, significance of the study, limitations of the study, assumptions of the study, and the summary and research gaps. Chapter two includes the literature review and the conceptual framework. Chapter three includes the research methodology including research design, target population, the sample design, data collection instruments and procedures and data analysis and presentation. Chapter four details the research findings and Chapter five gives summary of the findings, conclusions and recommendations from the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical foundations that discuss and explain the factors that determine sustainability of non- governmental organizational agricultural projects which includes: human resource capacity; community involvement; funding type; and monitoring and evaluation. Further, the empirical reviews of studies that best relate to the objectives of the study are also reviewed. The study's conceptual framework is also presented. The section also outlines the critique of the existing literature relevant to the study, details the research gaps and provide the summary of the literature reviewed.

2.2 Theoretical Framework

The study was guided by three theories namely resource based theory, the stakeholder theory and the agency theory.

2.2.1 Resource-Based View Theory

The resource based theory (RBV) provides valuable insights into why firms with valuable, rare inimitable, and well organized resources at their disposal may have a competitive edge over the others and enjoy superior performance. RBV emerged in 1980s and 1990s postulated by Wernerfelt B. Major proponents were Wernerfelt, B. (The strategy), Prahalad and Hamel ("The Core Competence") and Barney, J. ("Sustained Competitive Advantage") and resources. But its origins can be traced as far back as

Edith Penrose and “The Theory of the Growth of the Firm” (1959). The resource-based view (RBV) as a basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable interchangeable and intangible tangible resources at the firm's disposal.

The currently dominant view of resource-based theory of firms is based on the concept of economic rent and the view of the company as a collection of capabilities. This view of strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making(Conner, 1991). Traditional strategy models such a Michael Porter`s five forces model focus on the company`s external competitive environment. Most of them do not attempt to look inside the company. In contrast, the resource-based perspective highlights the need for a fit between the external market context in which a company operates and its internal capabilities.

The resource-based is grounded in the perspective that a firm`s internal environment, in terms of its resources and capabilities, is more critical to the determination of strategic action than is the external environment(Leming, 2002). Instead of focusing on the accumulation of resources necessary to implement the strategy dictated by conditions and constraints in the external environment, the resource-based view suggests that a firm`s unique resources and capabilities provide the basis for strategy. The business strategy chosen should allow firms to best exploit its core competencies relative to opportunities in the external environment. This theory is relevant for this study because with the

limited donor funds NGOs need to look within for unique resources and capabilities in order to become sustainable.

2.2.2 Theory of Constraints

Theory of Constraints (TOC) was created by Eliyahu Goldratt (1984). The TOC is an organizational change method that is focused on profit improvement. The essential concept of TOC is that every organization must have at least one constraint. The theory says that every system, no matter how well it performs, has at least one constraint that limits its performance – this is the system’s weakest link. A constraint is any factor that limits the organization from getting more of whatever it strives for, which is usually profit. The theory also says that a system can have only one constraint at a time, and that other areas of weakness are non-constraints until they become the weakest link. Goldratt (1984) focuses on constraints as bottleneck processes in a manufacturing organization. However, many non-manufacturing constraints exist, such as market demand, or a sales department’s ability to translate market demand into orders.

The theory is most useful with important or frequently-used processes within the organization. The TOC defines a set of tools that change agents can use to manage constraints, thereby increasing profits and improving in performance. Most businesses can be viewed as a linked set of processes that transform inputs into saleable outputs. TOC conceptually models this system as a chain, and advocates the familiar adage that a chain is only as strong as its weakest link. Since the focus only needs to be on the constraints, implementing TOC can result in substantial improvement without tying up a

great deal of resources, with results after three months of effort. Constraints can involve people, supplies, information, equipment, or even policies, and they can be internal or external to an organization. This theory supports the strategic leadership and donor relationship management which all present constraints that need to be well managed if an organization is to realize set objectives.

2.2.3 Stakeholder Theory

This theory maintains that the interest of the stockholders need not harm stakeholders (Freeman, 2008). Edward Freeman, (1984) originally detailed the Stakeholder Theory of organizational management and business ethics that addresses morals and values in managing an organization. It also holds that an organization can enhance the interests of its stakeholders without damaging the interest of its wider stockholders. This theory grew in response to the economic management has a responsibility to provide the stakeholders with the reports on the operations of the NGOs. It also has a responsibility to justify the value of the NGOs' spending plans (Haber, 2004). This theory is considered relevant in guiding this study because stakeholders play a significant role in ensuring the financial sustainability of the NGOs (Onyango, 2002). The role of the stakeholders is to ensure that the NGOs are financially stable and all activities are directed towards realizing the goals of the NGO. The management ensures that the NGOs are operating at optimal level in order to maximize shareholders' profits and to ensure their sustainability.

2.3 Empirical review

2.3.1 Human Resources capacity and Sustainability

Capacity development is considered an endogenous dynamic process that relies on one's motivation, effort, and perseverance to learn and progress (Lopes et al, 2003) which enables organizations to change, flourish and grow. In Kenya, there has been a long standing History of projects executed and collapsing shortly after donors have withdrawn, due to lack of community capacity building by donors. According to Barney (1995), The RBV theory formulates a firm to be a bundle of resources. It is these resources and the way they are combined which make firms different from one another. It is considered as taking the inside-out approach when analyzing the organization. Barney further contends that the resources include the skills of individual employees this therefor brings the need for staff competence.

Okorley et al, (2012) conducted a study on Organizational factors influencing sustainability of local non-governmental organizations. The objectives of this study were to determine the factors that influence sustainability of local NGOs based Ghanaian case study. The research used a combination of quantitative and qualitative research approaches. The study established that the availability of funds, quality material resources, supportive leadership, development of needs-based and demand-driven programmes, and effective management can have a significant influence on the sustainability of local NGOs. The study concluded that key factors that influence sustainability are good leadership and availability of resources. It suggests that NGOs

needs to develop strategies that help invest in good leadership and proper utilization of resources to foster sustainability.

Njoroge(2013), did an investigation on the factors influencing sustainability of NGOs in Kenya. The study used exploratory research design was adapted. The target population of this study included NGO's based in Nairobi registered with the NGO council of Kenya that shares common characteristic. Collected data was analyzed using both quantitative and qualitative data analysis methods. Quantitative method involved both descriptive and inferential analysis. The study established that NGOs and the donor community are susceptible to any number of economic and political pressures occurring everywhere from the organizational level all the way up to macro variations in national and international economies, donors are subject to funding constraints of their own and are often beholden to boards, larger organizations, government ministries, or even national legislatures that can limit their capacity.

Study done by Janet, (2018) factors affecting sustainability of nongovernmental organizations in Nairobi, County Kenya. The study adapted the explanatoryresearch design, targeted 1,881 registered NGOs in Nairobi County and asample of 128 NGOs was selected. The study used a non-probability sampling design. The study showed thathuman resources, community engagement and fund developmentinfluence sustainability of NGOs positively. The study showed that a majority of respondents were in agreement with the various aspects on human resources. Additionally, majority of respondents agree that communityengagement aspects of collaborating with another

NGO, corporates, governments and local community will improve sustainability of the organization.

According to Mbata (2006) the sustainability of community projects necessitates a team of very skillful managers due to numerous dynamics of the project implementation. Lack of success of a community based project is vastly attributed to lack of professionalism as well as the management skills of the project implementers as a result of poor academic background. In order to create good rapport, leaders need resources, time as well as the authority to invest in a project.

Capacity building in this area can be defined as: “Supporting organizations to build and maintain the skills, infrastructure, and resources to achieve their mission.” (United Way of Calgary and Area, 2011). Certainly, capacity building has received growing attention over the past 20 years (Ontario Trillium Foundation, 2005). This enhanced interest in capacity building has occurred simultaneously with the shift in the voluntary and community sectors’ pool of available funding, increased expectation to do more with less, and overall public expectations of accountability. Paradoxically, funders have often failed to recognize and support the strong two-way relationship between program success and organizational strength and sustainability (The California Wellness Foundation, 2001). Capacity building is a key approach used by development organs to ensure sustainability of development projects (Langran, 2002).

Often, non-profits have found it easier to secure funds for a specific project with tangible outcomes rather than find resources to develop themselves internally. However, if

organizational capacity is weak, then programs and services are bound to suffer (TCC Group, 2010). In fact, there is good evidence to suggest that organizational capacity matters to achieving programmatic outcomes (Light et al., 2002). Fortunately, more and more funders are recognizing this critical link by developing capacity building grants to support their grantees (Caroline Claussen, 2011). Capacity building well done in the nonprofit sector, I believe, is a critical answer to the extraordinary uncertainty we face and also to the tremendous political pressure under which most non-profits are operating.

2.3.2 Community Involvement and Sustainability

Davidson (2005) ascertains that the cornerstone of community-based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation. He added that although participation can occur at many levels, a key objective is the incorporation of local knowledge into the project's decision-making processes. The grant management team must recognize key stakeholders involved in the project, their necessities and distinguish their prerequisites to guarantee success of projects in NGOs. Key stakeholders in project include: the grant manager whose obligation is to manage the project. Customers are the people who are most affected by the project because they are the beneficiaries of the project's product. The project team are given the responsibility to perform the work of the project and a sponsor provide the funds required for the project to be implemented (Project Management Institute, 2010).

Kiarie et al., (2016) conducted a study on assessment of factors influencing sustainability of donor funded projects in Nakuru County, Kenya. The objectives of the study were to determine the influence of stakeholder involvement, monitoring and evaluation and level of funding on sustainability of donor funded projects in Nakuru County. The study adopted a descriptive method and collected data semi-structured questionnaires. The sampled group comprised of members from the funding agencies, project managers, project beneficiaries and project committee members. The data collected was analyzed using descriptive and inferential statistics with the aid of SPSS. Correlation analysis was also used to measure the strength of relationships among variables. Data was analyzed in percentages, means and standard deviations and presented in tables. The study focused on different factors unlike this study which looked at four variables in relation to sustainability.

The study established that community/ stakeholder involvement greatly affects sustainability of donor funded projects however in the projects sampled this was not done adequately therefore there is need to continue emphasizing this. It also concluded that monitoring and evaluation as well as level of funding a key factors that influence sustainability. The study is relevant to this study because it seeks to establish ways in which the community should be involved to ensure sustainability.

Leah, (2016) studied the influence of community participation on sustainability of community based project targeting Kiambiu Water and Sanitation (KIWESA) Slum Project in Nairobi County, Kenya. The study employed descriptive survey research

design. The study concluded that community participation in community based projects has a significant influence on sustainability of the projects; sustainability is negatively influenced when community participation is zero and improves with greater community participation. Additionally, the strong positive correlation between community participation and sustainability indicates that an increase or decrease in sustainability significantly relates to an increase or decrease in community participation.

According to study carried out by Yuniah, (2016), on influence of community participation on project sustainability in Mau Mara Serengeti Sustainable Water Initiative (MaMaSe) in Mara Basin - Kenya. The study adopted a descriptive research design. The target population was project managers and community leaders within MaMaSe sustainable water initiative. The study concluded Participation is a key instrument in creating self-reliant and empowered communities stimulating collective action and decision-making. The study has also showed 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.

Based on the report by NGOs board collaborations between NGOs and other stakeholders are important in ensuring reducing wasteful duplication and enhancing synergies and resource sharing thus contributing to efficiency and effectiveness (NGOs Report 2013-2014). The report has shown that among the NGOs that filed annual reports, 62 percent

reported having engaged in collaborations. Further analysis revealed a low level of collaboration between Government and NGOs. This does not augur well for the attainment of MDGs and Kenya Vision 2030, especially the social pillar which requires joint efforts by Government and NGOs. Positive change is more likely if the stakeholders who will directly benefit from the project or the target group are an integral element of the change process (Bagheri and Hjorth, 2007). Involving community members and organizations not only enhances understanding of the target population, it is fundamental to identifying the best way to meet the community needs (Roger, Rojas and Mayer, 1993). Community involvement should be used to generate not only ideas for projects planning and their implementation, but also ideas to further improve existing project features (Kizlik, 2010).

Project sustainability can be facilitated and enhanced by finding out what the community needs, what will benefit the community, what has been tried in the past, and what could be done to improve past ideas (Roger, et al., 1993) Witkin (2004) argued that community members, when given an opportunity to be informed and involved in the project process, are a critical factor to a project's success. In addition, community members may have special issues or concerns that, if incorporated into a project at the outset, may help to reduce the likelihood of challenges to risk assessment results, and potential remediation or revitalization plans. Successful community involvement is based upon information and dialogue (Witkin, 2004). Only an informed community can be part of the decision-making process, which then will lead to a sustainable project. He added that community

members who contribute to the project planning process will better understand the process and will be more likely to support a project they had input in.

There is great importance in seeking the support of the community opinion leaders (Cleaver, 1999). These are people who have the ability to rally the community behind an idea or even against an idea (Cleaver, 1999). Including these opinion leaders in decision making ensures that they fully take responsibility of any consequences including setbacks faced in a project life cycle. This will call for full understanding of the culture and norms of the community to ensure that valued community practices and beliefs are not challenged in a way that the community will react negatively (Mulwa, 2008).

Fulgham et al, (2008) suggested community involvement in project design can result to different types of project success: Attitudinal success most likely when the project creates or enhances social capital (Social capital), when communities participate in project initiation, establishment, and daily management (Participation), and when benefits are equitably distributed without elite capture (Equity); behavioral success most likely when the project invests in building capacity of local individuals and institutions (Capacity); ecological success most likely when the project engages positively with cultural traditions and governance institutions (Engagement), builds capacity in communities (Capacity), and when communities participate in project initiation, establishment, and daily management (Participation) and economic success most likely when the project invests in capacity building (Capacity).

2.3.3 Funding and Sustainability

Karanja et al., (2014) conducted a study on the assessment of factors influencing financial sustainability of non-governmental organizations in Isiolo County, Kenya. It was conducted to mainly determine the factors that affected the financial sustainability of non-governmental organizations operating in Isiolo County. The study adopted descriptive research design. Data was analyzed using descriptive statistics, percentages, frequency distributions, by help of SPSS version 20 and presented using graphs, charts and tables. The study concluded that the issue of funding in NGOs is still a major challenge and government sometimes interferes with it. This study intends to look at how funding of a project can enhance its sustainability.

Mutinda et al., (2016) studied determinants of financial sustainability of Non-governmental organizations in Nakuru County, Kenya. The objectives of the study were to find out the effect of financial resources mobilization capacity on NGOs financial sustainability and effect of internal control system on NGOs financial sustainability. Respondents were selected from the staff of the NGOs registered in Nakuru county using stratified random sampling. Data was collected using questionnaires and analyzed using descriptive statistics (means and standard deviations) and inferential statistics with the aid of SPSS version 24. Based on the data collected the study concluded that financial resources mobilization capacity does not affect NGOs financial sustainability but the internal control system does influence financial sustainability of NGOs.

Kiprono et al., 2014 conducted a study aimed at establishing the financial sustainability practices and outcomes in Kenya's nongovernmental organizations; development assistance diplomats and angels of mercy paradox. Data was collected using by surveys carried out in the selected regions. Stratified sampling was used to identify the respondent and data collected using self-administered questionnaires. Pearson correlation and multiple regression models were used in the analysis to assess the financial sustainability. The study concluded that financing policies and level of funding positively influences financial sustainability of NGOs. Therefore, it is crucial to look at the funding more to ensure sustainability of NGOs.

Chepkemoi et al., (2015) studied the effects of Financial Management and Practices on Financial Sustainability of NGOs in Nairobi. A case study of Local NGOs. The study specifically sought to examine the influence of financial reporting tools, influence of budgeting practices and compliance with donor requirements on financial sustainability of Local NGOs in Nairobi. The study used random stratified and purposive sampling to select 156 respondents. Both quantitative and qualitative data was collected using self-administered questionnaires. The data was analyzed using descriptive statistics and regression model. From the data collected the study concluded that financial management and practices was likely to significantly impact the financial sustainability of local NGOs Nairobi County. Staff training was heavily relied on by local NGOs to increase their staff competence in financial management in order to ensure that they their financial sustainability improved progressively. It recommended that management of local NGOs

need to invest in funds mobilization strategies to ensure they secure reliable funding because funding was still a challenge for NGOs.

According to Ditshwanelo (2004), one of the major threats to Non-Governmental organizations existence and the carrying out of their mandates is the reduced funding which may force them to scale down their activities. He also argued that a major factor impacting the effective management and sustainability of NGOs is their dependability on donor funding especially from external sources. According to Chitere (2010) NGOs in Kenya are still unable to mobilize adequate financial resources due to inability of NGOs to elect effective leaders. Besides, some NGOs are not transparent enough in their operations hence hindering the opportunities for people's participation in identification, prioritization and implementation of projects.

Many NGOs also lack administrative and other equipment through which they can use to secure funding. As noted by Molomo et al., (1999), the key weakness of NGOs in Africa is the inappropriate organizational structures which impact the manner in which NGOs carry out their core business. One of the major factors impacting the effective management and sustainability of NGOs is the nature of their dependability on donor funding. A majority of civil society organizations in developed and developing countries were established in order to complement and supplement governments developmental and service delivery efforts. Multilateral organizations such as the United Nations, World Bank, Commonwealth Secretariat, as well as regional organizations such as the European Union, African Union and SADC have funded NGOs programs and activities. Funds

were channeled through the civil society organizations to foster development and improve service delivery at the grassroots level. In Kenya, donor agencies have reduced their funding of NGOs once the country was elevated to an upper-mid income status(Pandey, 2005). This has led to some the closing down of some NGOs due to a lack of funding and insufficient staffing levels (Pandey, 2005). The common impact of financial dependence on donor funding is that once donors pull their financial support, NGOs collapse.

2.3.4 Monitoring and Evaluation and Sustainability

Umugwaneza et al (2016) conducted a study on the role of monitoring and evaluation on project sustainability in Rwanda. A case study of Electricity access scale-up and sector-wide approach development project (EASSDP).The objectives of the study were to establish the relationship between accountability, effective information, partnership for planning and supportive supervision and sustainability of projects in Rwanda. The study used purposive sampling to select a sample of 83 respondents from staff working on the EASSDP project. Both primary and secondary data was collected for analysis. The data was analyzed using linear regression model and presented through tables. The study concluded that there is a positive relationship between accountability, effective communication, partnership for planning and supportive supervision and sustainability of projects. It recommended that organizations need to make monitoring and evaluation should be a mandatory element in all projects.

Zvoushe et al., (2013) analyzed the utilization of Monitoring and Evaluation Systems by Development Agencies, the Case of the UNDP in Zimbabwe. They examined the utilization of Monitoring and Evaluation Systems (M and Es) by international development agencies, using the UNDP in Zimbabwe as the case study. It does not have a standalone monitoring and evaluation department. The study used documentary analysis and found that, there is low note systematic use of evaluation findings from previous programmes while its evaluation approaches have a disturbing skew towards the quantitative. Such overly quantitative approaches carry the risk of sidelining the impact of contextual factors in development programmes and projects.

Zubair, et al.,(2006) carried out a study called a systematic approach for monitoring and evaluating the project progress. The objective of this study was to identify techniques that can be used in the construction industry for monitoring and evaluating the physical progress, and also to establish how current computer technology can be utilized for monitoring the actual physical progress at the construction site. They discussed the results of questionnaire survey conducted within Malaysian Construction Industry and suggests a prototype system, namely Digitalizing Construction Monitoring (DCM). Using emerging technologies and information system the DCM re-engineer the traditional practice for monitoring the project progress. The study revealed that the system can automatically interpret drawings of buildings and extract data on its structural components and store in database. It can also extract the engineering information from digital images and when these two databases are simulated the percentage of progress can be calculated and viewed in Microsoft Project automatically.

Tache (2011) carried out a study called developing an integrated Monitoring and Evaluation flow for Sustainable Investment Projects in Romania. The objective of the study was to develop a general integrated flow, encompassing both a project monitoring system and also a project evaluation system for the investment projects involving economic objectives, as well as cross-cutting social and environmental targets. The whole approach was being presented as a flowchart, which highlights the intimate relationship between the monitoring and evaluation processes, and provides a formal framework for performing a logical monitoring and evaluation process, taking into account simultaneously the economic, social and environmental perspectives, within an investment project. The study used critical analysis and found that both the estimated advantages and the disadvantages of such a managerial tool, opening new perspectives for developing further improved models and systems. Where Monitoring and Evaluation affect positively the sustainability of the projects in Romania.

Paulinus et al., (2014) carried out a study called M and E rural water supply projects and sustainable development in Nigeria and Ghana. The study reviews the sustainability issues that are associated with rural community water provision and some of the challenges experienced in the Niger Delta region of Nigeria within the context of project benefits sustenance. The sustainability of this approach to water provision was assessed using a qualitative research methodology and undertaking a comparative review of Micro-Projects Programme (MPP3) in Nigeria with that of Volta Region Community Water Supply Programme (VRCWSP). The findings reveal the absence of sustainability in the current approach and the paper recommends that if community based hand pump

operated rural water supply projects are to be sustainable; the sustainability factors must be given full consideration in its design and implementation.

Karanja et al., (2014) investigated the influence of management practices on sustainability of projects in Kangema District (Kenya). The objective of the study was to assess the influence of management practices on sustainability of the projects in Kangema District, Murang'a County, Kenya. It focused on Training, Monitoring and Evaluation, Leadership and financial management aspects in relation to project sustainability. Descriptive survey design was adopted with 13 groups selected through stratified sampling where the chairperson and member of each group included in the sample. Two groups were involved in focused group discussion. District 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 monitoring and evaluation influence the sustainability of the projects.

Kimweli M. (2013) analyzed the role of monitoring and evaluation practices to the success of donor funded food security intervention projects in Kenya. The purpose of the study was to find out the role of monitoring and evaluation practices to the success of donor funded food security intervention projects. The study targeted residents of Kibwezi district who have benefited from donor funded food security projects. The study utilized a case study design because it was considered a robust research method particularly when a holistic and in-depth investigation is required. A sample of 40 respondents was selected

from four Locations; Makindu, Nzambani, Masongaleni and MtitoAndei; from the larger Kibwezi district through purposive sampling.

Data was collected through a questionnaire with 10 questions where respondents indicated responses on statements in a Likert scale. Data from Semi structured interviews from keyinformants, focused discussion groups and the government officers who had been involved in these projects were used for triangulation. Quantitative data collected was analyzed using MS Excel 2010. The study established that the community was not involved in any monitoring and evaluation of the food security intervention projects. The findings of the study indicated that food security project implementing agencies to recognize the role played by participatory monitoring and evaluation (P M and E) practices in the success and sustainability of the projects.

2.4 Summary and gaps to be filled

Table 2.2 Summary and gaps to be filled

VARIABLES	AUTHOR (S) YEAR	TITLE OF STUDY	METHODOLOGY	FINDINGS	GAPS
Community involvement	Okorley and Nkrumah, (2012)	Organizational factors influencing sustainability of local non-governmental organizations. Lessons from Ghanaian context.	The study adopted case study. Using random and purposive sampling techniques 28 key informants and 32 beneficiaries from 20 NGOs were selected for interviews. Data was collected through interviews and documents. It was analyzed using descriptive statistics including frequencies, means and percentages. The analyzed data was presented through tables.	Factors considered in the study were availability of funds, quality material resources, supportive leadership and development of needs-based. The study concluded that key factors that influences sustainability are good leadership and availability of resources.	-The study did not consider the exit strategy and impact of community involvement in the project design
Funding	Karanja and Karuti (2014)	Assessment of factors influencing financial sustainability of non-governmental organizations in isiolo county, kenya	The study adopted descriptive research design. Data was analyzed using descriptive statistics, percentages, frequency distributions, by help of SPSS version 20 and presented using graphs, charts and tables.	The study established that NGOs funding is a challenge to most NGOs	-The study only looked at the challenge and access to funds however it didn't look at the length of funding and its impact on sustainability.

	Mutinda and Ngahu (2016)	Determinants of Financial Sustainability for Non-Governmental Organizations in Nakuru County, Kenya	The study looked at the effect of financial resources mobilization capacity and effect of internal control system on NGOs financial sustainability. Respondents were selected from the staff of the NOGs registered in Nakuru county using stratified random sampling. Data was collected using questionnaires and analyzed using descriptive statistics (means and standard deviations) and inferential statistics with the aid of SPSS version 24..	The study concluded that financial resources mobilization capacity does not affect NGOs financial sustainability but the internal control system does influence financial sustainability of NGOs.	The study did not consider other factors that affects sustainability like the technical capabilities and community related factors.
Monitoring and Evaluation.	Umugwaneza and Kule (2016)	Role of monitoring and evaluation on project sustainability in Rwanda. A case study of Electricity access scale-up and sector-wide approach development project (EASSDP).	The study purposive sampling to select a sample of 83 respondents. Both primary and secondary data was collected for analysis. The data was analyzed using linear regression model and presented through tables.	The study concluded that there is a positive relationship between accountability, effective communication, partnership for planning and supportive supervision and sustainability of projects.	The study did not look at the monitoring of projects impact and achievements which is critical in achieving sustainability.

Source: Researcher, (2021)

The literature reviewed has revealed a general conceptualization of studies in Kenya focusing on different factors influencing sustainability of NGOs interventions. However, specific studies on the factors determining sustainability of NGOs interventions in rural counties in Kenya focusing on wealth creation, and particularly in Western region have not been done. Ditshwanelo (2004), said one of the major threats to NGOs existence and the carrying out of their mandates is the reduced funding which may force them to scale down their activities. Most NGOs in Africa and Kenya in particular, lack clearly defined structures in terms of organizational structures, buildings, facilities, equipment and human resources.

Thus for NGOs to achieve sustainability they need to ensure they have instituted strategies geared towards improving the structures that will give the funders the confidence to continue supporting them. With the growing number of NGOs in Kenya occasioned by the existing gap between the government ability to provide basic needs for its citizens more needs to be done by these NGOs for their survival. Sustainability of NGOs is influenced by the organizations human resources capacity, community/stakeholder involvement, funding and monitoring carried out within the organization. This study provides some insights on some factors that are important to NGOs to enable them continue their operations in this challenging environment.

2.5 Conceptual Framework

Dependent variable was sustainability measured by ability to continue operations and the growth level of operations; and independent variables were human resources capacity measured by staff qualification and mentorship, community involvement measured participation and involvement, funding type measured by level of funding and monitoring measured by targets and achievements.

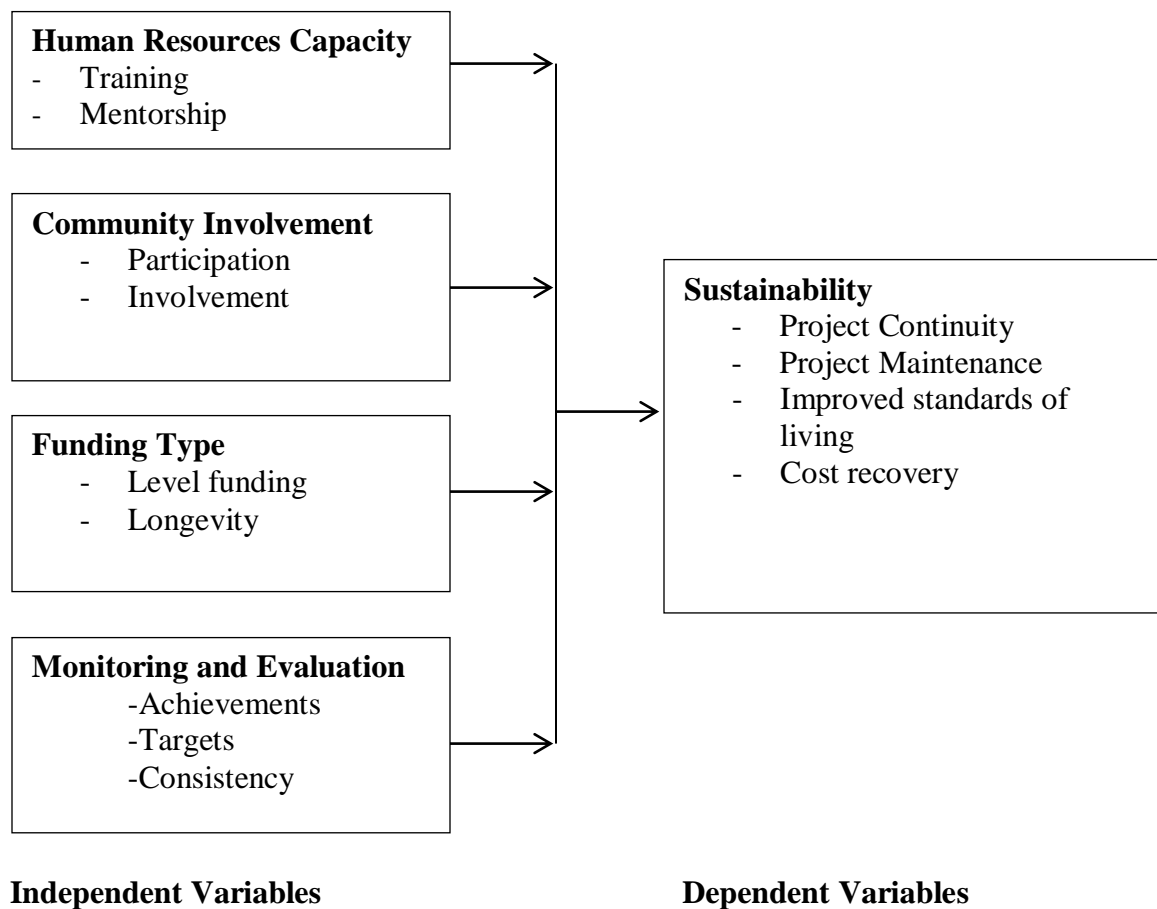


Figure 2.1: Conceptual framework

Source: Researcher, (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides details about the methodology used in this study. It details research design, target population, sample and sampling techniques, data collection instruments, data collection procedures, data analysis and presentation. Oso et al., (2009), describes research methodology as a detailed procedure used to answer the research questions. It describes in details what was done and how it was done. According to Polit et al., (2004), research methodology is a way of obtaining, organizing, and analyzing data and thus methodology decisions often depend on the nature of the research question.

3.2 Research Design

Research design describes the pattern the research intends to follow, the plan or the strategy for conducting the research (Oso et al., 2009). According to Kothari, (2004), research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Lavrakas (2008) describes research design as the structure of research that guides the process of research from formulation of the research questions and hypotheses to reporting the research findings. The study chose the design because of the fact that the research design enabled collection of data and reporting of the same without subjecting it to any manipulations.

This study adopted descriptive research design to meet the objectives of the study. Descriptive survey studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group (Kothari 2004). The descriptive research design allowed for a description of the determinants of the sustainability of Send A Cow community agricultural projects in Western Kenya.

3.3 Target Population

The study population refers to the total environment of interest to the researcher (Oso et al., 2009). Nachmias and Nachmias (2008) define a population as all cases of individuals or things or elements that fit a researcher's specification. The study population was 2130 beneficiaries of Send A Cow. These beneficiaries are categorized into 20 staff, 90 peer farmers' trainers and 2020 farmers. According to Mugenda and Mugenda (2003), when the study population is less than 10,000, a sample size of between 10% and 30% is a good representation of the target population. The study target population will be 213 beneficiaries of Send A Cow representing 10% the total population which is considered a good representation of the study population.

The study focused Send A Cow because it works with small holder farmer groups registered with the ministry of social services and they take the farmers through structured training farming trainings before they are financed and they have trained peer farmers' trainers within the community to ensure the adequate support for the farmers. The study was done as indicated below:

Table 3.1: Target Population Distribution

Category	Study Population	Target population	Percentage
Staff	20	2	0.94
Peer Farmer Trainers	90	9	4.22
Farmers	2,020	202	94.84
Total	2,130	213	100

Source: Company records (2019)

3.4 Sampling Design

A Sampling frame describes the list of all population units from which the sample is selected (Cooper et al., 2006). Sampling frame include all the sampling units in the population (Kothari, 2004). Sampling frame shows the distribution of the population from which a sample is to be drawn and in practice a physical list rarely exists; researchers usually compile a substitute list (Nachmias and Nachmias, 2003). Thus sampling frame consists of a list of items from which that sample is to be drawn. According to Polit et al., (2004), a sample is a proportion to be researched while Kothari (2004), defines a sample as the selected respondent representing the population. A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). Churchill et al., (2004) noted that the correct sample size in a study is dependent on the nature of the population and the purpose of the study. According to Mugenda and Mugenda (2003), when the study population is less than 10, 000, a sample

size of between 10 and 30% is a good representation of the target population and hence 10 % is adequate for analysis. Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its characteristics would make it possible to generalize such characteristics to the population elements (Sekaran, 2010).

The study population is 2123 beneficiaries of Send A Cow. The study used proportionate stratified random sampling to establish the sample size. Under this the sample size under each stratum is proportionate to the population size of the stratum. This technique is used because each stratum will have the same sampling fraction. Given that the study population is less than 10,000 I selected 10% of 2130 using proportionate stratified random sampling. The sample was 213 beneficiaries. Using the proportionate stratified random sampling technique, the beneficiaries of Send A Cow from different strata was as follows:

Table 3.2: Beneficiaries sample size

Category	Study Population	Sample ratio	Sample size
Staff	20	0.1	2
Peer Farmer Trainers	90	0.1	9
Farmers	2020	0.1	202
Total	2130		213

Source: Self (2021)

Thus, the sample size for this research was 213 respondents.

3.5 Data Collection Instruments

Primary data was used in the study. Primary data was collected mainly through use of a questionnaire. Kothari,(2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or a set of forms. The questionnaire was preferred in this study because it allowed for collection of standardized data which was easy to analyze in addition to enabling access to a bigger group of respondents cost effectively (Zakimund, 2010). The questionnaire was used to collect data from 213 sampled respondents from the 2130 direct beneficiaries of Send a Cow Kenya on the perceived influence of human resources capacity, community involvement, funding and monitoring on the sustainability of Send a Cow programs.

3.5.1 Data Collection Procedures

For the purposes of data collection procedures, a letter of approval to go the field to collect data was obtained from School of Business, Kenyatta University. Primary data was collected through questionnaire. The researcher administered the questionnaire the respondents during their normal routine field work while others were dropped to the target group and collected after they were fully filled or completed. Administering the questionnaire to the respondents allowed for any clarification of any doubt on spot. This a procedure also allows the researcher to introduce the research topic and motivate the respondents to offer their frank answers (Sekaran, 2009).

3.5.2 Validity of the Study

Validity tests involve ascertaining the accuracy of the instrument by establishing whether the instrument focuses on the information they are intended to collect (Zakimund, 2010). According to Cooper et al., (2006) the researcher may choose to do it alone or may use a panel of experts to judge how well the instrument meets standards. Content validity was considered in this study so as to modify the instruments to maximize the content of information gathered. The researcher used a panel of experts in the department to validate the instruments. The content validity of items in the questionnaire was obtained by determining the extent to which the raters agree with the test developer assignment of the test items to respective objective. The raters also provided answers to the test items to verify the accuracy and objectivity of the scoring scale. The content Validity formula by Amin (2005) will be used to be in line with other previous studies (Lefort et al., 2008). The formula is; Content Validity Index (CVI) = (No. of judges declaring item valid)/(Total No. of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005). Thus content validity will be used in this study to help ascertain the accuracy of the instrument by establishing whether the instrument focuses on the information they are intended to collect (Zakimund, 2010).

3.5.3 Reliability of Research Instruments

Reliability is the extent to which a research instrument yields findings that are consistent each time it is administered to same subjects (Mugenda and Mugenda, 2008). Reliability

analysis was used to assess the internal consistency of the questionnaire for purposes of identifying those items in the questionnaire with low correlations in order to exclude them from further analysis. The internal consistency reliability was examined using the Cronbach's alpha (Bryman et al, 2007). Pilot study was carried out among respondent who did not participate in the real study. Cronbach's alpha coefficient formula is equal to $\frac{rk}{[1+(k-1)r]}$, where k is the number of items considered and r is the mean of the inter-item correlations (Fraenkel et al., 2000). In general, a Cronbach's alpha value of 0.70 or higher is considered to be an acceptable (Sekaran, 2009). Cronbach's alpha was used in this study because it is the basic formula for determining the reliability based on internal consistency (Kim et al., 2002).

From analysis, sustainability of NGOs had a Cronbach's Alpha value of 0.919, followed by Human resources with 0.946, community involvement with 0.943, funding type with 0.926 and monitoring and evaluation at 0.806. The values were all above 0.7 and therefore the questionnaire used in the study was considered reliable and internally consistent. The results indicate that each of the items relates to the identified factor and that the coefficient alpha value of the identified factor will not increase if some of the items are left out.

3.6 Data Analysis and Presentation

Qualitative data analysis is concerned with understanding human behaviour from respondent's perspective (Johnson et al., 2008). The data collected was edited, coded and classified on the basis of similarity and then tabulated. Cooper and Schindler (2001)

assert that the core function of the coding process is to create codes and scales from the responses, which could then be summarized and analyzed in various ways. To permit quantitative analysis, data was converted into numerical codes representing attributes or measurement of variables.

Descriptive and inferential statistics was used in data analysis to be able to describe and examine the relationship between the variables. Descriptive statistics involved use of frequency tables, mean and percentages whereas inferential statistics involved use of correlation and regression analysis. ANOVA was applied to check the degree of variance between the dependent and independent variables. Regression analysis was used to establish the effect of the determinants of sustainability of NGOs agricultural projects in Western Kenya.

The regression model is illustrated below:

$$Y = a + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 + e$$

Where:

Y= Sustainability of NGOs

a= Constant

β equals to regression coefficient

x_1 = Human Resources

e= error

X_2 = Community Involvement

X_3 =Funding Type

X_4 = Monitoring and Evaluation

3.7 Ethical Issues

According to Mugenda and Mugenda, (2003), ethical considerations are important for any research. Ethical issues were taken into consideration including proper conduct of the researcher and confidentiality of the information obtained from the respondents. An introductory letter to meet the respondents was obtained from the University. Respondents were encouraged to participate voluntarily and before administering the questionnaire, the researcher sought consent from respondents. The researcher ensured anonymity and confidentiality of all the information collected.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter described the analysis process of the data, presentation of the results and their interpretation from the collected information. The chapter also captured the response rate and the profile data of the respondents. Data analysis involves synthesizing a huge amount of data to what answers the initial objective of the study.

4.2 RateofResponse

The research had a total of 213 questionnaires which were distributed to the respondents. A total of 168 questionnaires were successfully completed amounting to 78.9 percent response rate. Rindfuss (2015) observed rate of response of 50 percent is enough, 60 percent is good, while more than 70 percent is very good. This implied that the rate of response in this study was excellent and sufficient for further analysis which was attributed to the effective data collection procedures employed by the researcher.

Table 4.1: Response Rate

Frequency	Percentage(%)	
Completed	168	79
Notcompleted	45	0
Total	213	100

Source:Researchdata (2021)

4.3 GeneralInformation

This section describes background of the study population based on the data collected and analyzed. Every target population usually has its own characteristics. The demographic information of the respondents was considered very crucial not only for subsequent discussions of the findings but also for the authenticity and generalization of the results. In this section, the respondents' information is presented in terms of years of working with organization, Send A Cow projects engaged in and relationship with the organization.

4.3.1 Relationship with the Organization

In the study, information on relationship with organization was sought. The information is as shown in Table 4.2:

Table 4.2: Relationship with the Organization

	Frequency	Percent
Staff	2	1
Peer Farmer Trainer	7	4
Farmer	159	94
Total	168	100

Source: Researchdata (2021)

As indicated in Table 4.2, 1.2% of the respondents were staff of the organization while 4.2% were peer farmer trainers. Majority of the respondents, 94.6% were farmers. This indicates that most of the respondents were farmers given they large number.

4.3.2 Tenure in the Organization

In the study, information on how long have you been working with this organization was sought. The information is as shown in Table 4.3:

Table 4.3: Period worked with the Organization

Number of years	Frequency	Percent
15	12	7
14	20	12
12	27	16
9	8	5
8	23	14
7	16	10
6	32	19
5	30	18
Total	168	100.0

Source: Researchdata (2021)

From Table 4.2, respondents who have been working for organization in the last 15 years were 7.1%. in the last 14 years were 11.9%, in the last 12 years were 16.1%, in the last 9 years were 4.8%. in the last 8 years were 13.7%, in the last 7 years were 9.5%, in the last 6 years were 19.0% and in the last 5 years were 17.9%. The results postulated that majority of the respondents have spent more than 10 years working with the organization and have good experience of Send A Cow projects.

4.3.2 Send A Cow Projects

In the study, information on which Send A cow projects were engaged in was sought. The information is as shown in Table 4.4:

Table 4.4: Relationship with the Organization

Number of years	Frequency	Percent
Wealth Creation	148	88
Kitchen Gardening	168	100
Pull-Push Project	133	79

Source: Researchdata (2021)

From Table 4.4, all the respondents were involved in Kitchen Gardening as indicated by 100% of the respondents while 88.1% of the respondents were engaged in wealth creation and 79.2% were engaged in pull and push projects. Send A Cow as an organization, profiles Kitchen gardening as the base entry project for the beneficiary as it directly addresses the household nutrition challenges and creates continuous source of small

household income. This is consistent with Galhena et al. 2013 who viewed home gardens as a promising approach to enhance household food security and wellbeing.

4.4 Descriptive Statistics for Study Variables

Descriptive statistics are used to define and describe the properties of a set of data (Mboya, 2019). The study sought to interrogate whether the selected determinants influence sustainability of non-governmental organizations agricultural based projects in Kenya. All variables studied, respondents were probed to scale degree to which they approved to the statements each study variable on a measure of Likert scale 1-5 where 5 is Strongly agree (SA), 4 is Agree (A), 3 is Neither Agree or Disagree Sure (NAD), 2 is Disagree (D), while 1 represented Strongly Disagree (SD). The descriptive statistics that summarize major characteristics of the study variables were frequencies, percentages mean, standard deviation.

4.4.1 Sustainability of Send A Cow Projects

Sustainability of Send A Cow projects being the dependent variable respondents were asked to evaluate it on a Likert scale 1-5 where 5 is Strongly agree (SA), 4 is Agree (A), 3 is Neither Agree or Disagree (NAD), 2 is Disagree (D), and 1 is Strongly Disagree (SD). Mean and standard deviations were then computed. The results of responses are shown in Table 4.5 below

Table 4.5: Sustainability agricultural Projects by Send a Cow Kenya in Western Kenya.

Sustainability	5	4	3	2	1	Mean	STDV
1 The projects implemented by Send A cow are financially and socially viable	34 (20)	72 (43)	30 (18)	20 (12)	12 (7)	3.57	1.15
2 The projects implemented by Send A cow have extended value/benefit to the beneficiaries	48 (29)	36 (21)	33 (20)	47 (28)	4 (2)	3.44	1.24
3 The projects implemented by Send a cow continue operating even 5 years after donor funding ceases.	47 (28)	44 (26)	24 (14)	16 (10)	37 (22)	3.29	1.51
4 Considerably large number of people continues to benefit from the project after donor funding ceases.	51 (30)	47 (28)	8 (5)	46 (27)	16 (10)	3.42	1.41
5 The scope of operation of the project often remain the same or expand after donor funding ceases	55 (33)	53 (32)	18 (11)	20 (12)	22 (13)	3.59	1.39
6 Beneficiaries are in position to continue enjoying the benefits of the project without any assistance of external partners	78 (46)	17 (10)	12 (7)	34 (20)	27 (16)	3.51	1.60
Cumulative Mean						3.47	1.38

Source: Researchdata (2021)

When inquired whether the projects implemented by Send A cow are financially and socially viable cumulatively 63.1 percent agreed and strongly agreed with the statement with a mean of 3.57 and high standard deviation of 1.15 portrays that greater part of respondent's opinions were not convergent with regard to the projects implemented by Send A cow are financially and socially viable. The respondent's opinion was also sought if The projects implemented by Send A cow have extended value/benefit to the

beneficiaries, a mean of 3.44 was recorded which shows that greater part of the respondents 50 percent approved to large extent that the projects implemented by Send A Cow have extended value/benefit to the beneficiaries. The standard deviation 1.24 depicts that respondents' views was not homogeneous.

On if the projects implemented by Send a cow continue operating even 5 years after donor funding ceases, a mean of 3.29 with standard deviation of 1.51 was recorded. This depicts that greater part of respondents 54.2 percent approved that the projects implemented by Send A Cow continue operating even 5 years after donor funding ceases. The standard deviation value of 1.51 shows that there was significant variation on the respondents' opinion on the statement. Majority of the respondents cumulative were in agreement (58.4%) that considerably large number of people continues to benefit from the project after donor funding ceases. A mean of 3.42 with standard deviation of 1.41 was also recorded. The standard deviation of 1.41 implies that there was much variation in the respondent's opinion on the statement.

Majority of the respondents cumulative were in agreement (64.2%) that the scope of operation of the project often remain the same or expand after donor funding ceases. A mean of 3.59 with standard deviation of 1.39 was also recorded. The standard deviation of 1.39 implies that there was much variation in the respondent's opinion on the statement. Lastly, 56.5% of the respondents were in agreement that beneficiaries are in position to continue enjoying the benefits of the project without any assistance of external partners with a mean of 3.51 and standard deviation of 1.60. The aggregate scores based

on respondents' opinion to all the statements regarding sustainability of Send A Cow Projects recorded mean of 3.47 with a standard deviation of 1.38. The mean implies that respondents agreed to the statements regarding sustainability of Send A Cow Projects and the standard deviation 1.38 depicts that there was much variation regarding individual respondent's opinions on the statements.

4.4.2 Human Resource Capacity

The first objective was to find out the influence of human resource capacity on sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. Respondents were probed if they had received training on the Send A Cow Projects and core values. Figure 4.1 shows the results of the outcomes.

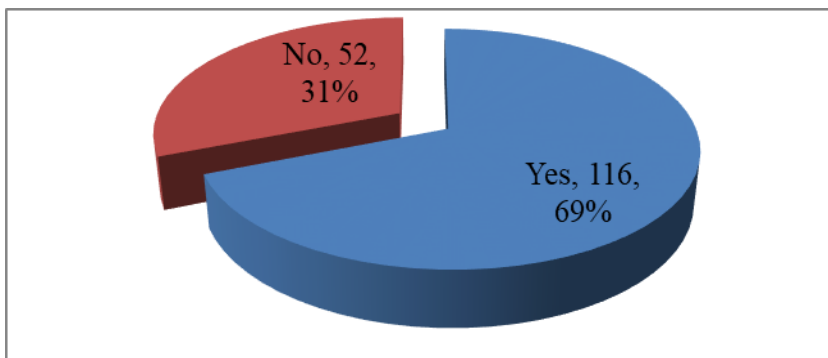


Figure 4.1: Trained on Send A Cow Projects and Core Values

Source: Researchdata (2021)

Figure 4.1 show that majority of the respondents, 69.0% were trained on the Send A Cow projects and core values while 31.0% were not trained. These are clear indication majority of the respondents had necessary skills required to enhance sustainability of

Send A Cow agricultural projects. The respondents were also asked to rate the statements on human resource capacity on a scale of 1-5. 5 represented strongly agreed, 4 Agree, 3 neither Agree or Disagree, 2 Disagree, and 1 strongly disagree. Means, standard deviations and standard error were then computed. The results of responses on Training are shown in Table 4.6.

Table 4.6: Human Resource Capacity

Human Resource Capacity Statements	5	4	3	2	1	Mean	STDV
1 The beneficiaries were involved in designing the training materials	55 (33)	87 (52)	7 (4)	19 (11)	(0)	4.06	0.91
2 There are clear training schedule and materials for each stage of the project	100 (60)	56 (33)	(0)	4 (2)	8 (5)	4.40	0.98
3 Farmers are adequately trained about the project activities and requirements	81 (48)	71 (42)	4 (2)	8 (5)	4 (2)	4.29	0.91
4 The field trainers are well informed about the project trainings	57 (34)	95 (57)	(0)	16 (10)	(0)	4.15	0.84
5 Beneficiaries are adequately trained on the project requirements and project targets	91 (54)	65 (39)	(0)	4 (2)	8 (5)	4.35	0.97
6 Beneficiaries are adequately trained on the project reporting	69 (41)	75 (45)	8 (5)	16 (10)	(0)	4.17	0.90
7 Beneficiaries are adequately trained on the field technical support system	52 (31)	82 (49)	22 (13)	4 (2)	8 (5)	3.99	0.98
8 Proper capacity building training of the stakeholders assures the continuity of the project and its sustainability	99 (59)	53 (32)	4 (2)	4 (2)	8 (5)	4.38	1.00
9 Human Resource Capacity is important factor in influencing sustainability of NGO interventions	89 (53)	67 (40)	(0)	12 (7)	(0)	4.39	0.82
Cumulative Mean						4.24	0.92

Source: Researchdata (2021)

Table 4.6 indicates the results for the analysis of human resource capacity. It indicates an average mean of 4.24 which shows that the majority respondents agreed with the indicators of human resource. The results varied as indicated with an average standard deviation of 0.92. On statement that the beneficiaries were involved in designing the training materials, 32.7% strongly agreed and 51.8% agreed on the same. The statement had a mean of 4.06 thus being agreed with by the majority respondents. On statement that there are clear training schedule and materials for each stage of the project, 59.5% strongly agreed and 33.3% of the respondents agreed on the same. The statement had a mean of 4.40 thus being agreed with by the majority respondents. On farmers are adequately trained about the project activities and requirements, 48.2 percent of the respondents strongly agreed and 42.3% agreed on the same. On this statement, a mean of 4.29 indicated that majority of the respondents were in agreement with this assertion.

On statement that the field trainers are well informed about the project trainings, 33.9% strongly agreed and 56.5% agreed on the same. The statement had a mean of 4.15 thus being agreed with by the majority respondents. On statement that beneficiaries are adequately trained on the project requirements and project targets, 54.2% strongly agreed and 38.7% of the respondents agreed on the same. The statement had a mean of 4.35, thus being agreed with by the majority respondents. On beneficiaries are adequately trained on the project reporting, 41.1 percent of the respondents strongly agreed and 48.8% agreed on the same. On this statement, a mean of 4.17 indicated that majority of the respondents were in agreement with this assertion.

On statement that beneficiaries are adequately trained on the field technical support system, 31.0% strongly agreed and 48.8% agreed on the same. The statement had a mean of 3.99 thus being agreed with by the majority respondents. On statement that proper capacity building training of the stakeholders assures the continuity of the project and its sustainability, 58.9% strongly agreed and 31.5% of the respondents agreed on the same. The statement had a mean of 4.35, thus being agreed with by the majority respondents. On Human Resource Capacity is important factor in influencing sustainability of NGO interventions, 53.0 percent of the respondents strongly agreed and 39.9% agreed on the same. On this statement, a mean of 4.17 indicated that majority of the respondents were in agreement with this assertion.

4.4.3 Community Involvement

The second objective was to examine the influence of community involvement on sustainability of agricultural Projects by Send a Cow Kenya in Western Kenya. In the study, community involvement was measured by use of statements which the respondents asserted their level of agreement on the basis of a Likert scale of 5-1. Table 4.7 below indicates results of the respondents.

Table 4.7: Community Involvement

Community Involvement	5	4	3	2	1	Mean	STDV
1 Our organizations involves community stakeholders in their programs.	52 (31)	93 (56)	7 (4)	8 (5)	8 (5)	4.03	0.99
2 Involving community stakeholders in the programs enhances sustainability of its projects.	96 (57)	56 (33)	(0)	12 (7)	4 (2)	4.36	0.97
3 The community stakeholders were involved in the project design	35 (21)	87 (52)	22 (13)	16 (10)	8 (5)	3.74	1.04
4 Proper community stakeholder involvement ensures right interactions to get a head of problems and undertake opportunities among stakeholders.	36 (21)	93 (55)	8 (5)	19 (11)	12 (7)	3.73	1.14
5 Involving community stakeholders in organization programs' development ensures each stakeholder understands their roles and responsibilities.	72 (43)	72 (43)	8 (5)	8 (5)	8 (5)	4.14	1.04
6 Community involvement in Send A Cow programs is very important to the sustainability of Send A Cow program interventions	59 (35)	93 (55)	(0)	8 (5)	8 (5)	4.11	0.98
Cumulative Mean						4.02	1.03

Source: Research data (2021)

Table 4.7 reveals the results for the analysis of community involvement. It indicates an average mean of 4.02 which shows that the majority respondents agreed with the indicators of community involvement. The results varied as indicated with an average standard deviation of 1.03. On statement that organization involves community stakeholders in their programs, 31.0% strongly agreed and 55.4% agreed on the same.

The statement had a mean of 4.03 thus being agreed with by the majority respondents. On statement that involving community stakeholders in the programs enhances sustainability of its projects, 57.1% strongly agreed and 33.3% of the respondents agreed on the same. The statement had a mean of 4.36 thus being agreed with by the majority respondents. On community stakeholders were involved in the project design, 20.8 percent of the respondents strongly agreed and 51.8% agreed on the same. On this statement, a mean of 3.74 indicated that majority of the respondents were in agreement with this assertion.

On statement that proper community stakeholder involvement ensures right interactions to get a head of problems and undertake opportunities among stakeholders, 21.4% strongly agreed and 55.4% agreed on the same. The statement had a mean of 3.72 thus being agreed with by the majority respondents. On statement that involving community stakeholders in organization programs' development ensures each stakeholder understands their roles and responsibilities, 42.9% strongly agreed and 42.9% of the respondents agreed on the same. The statement had a mean of 4.14 thus being agreed with by the majority respondents. On community involvement in Send A Cow programs is very important to the sustainability of Send A Cow program interventions, 35.1 percent of the respondents strongly agreed and 55.4% agreed on the same. On this statement, a mean of 4.11 indicated that majority of the respondents were in agreement that community involvement in Send A Cow programs is very important to the sustainability of Send A Cow program interventions.

4.4.4 Funding

The third objective was to determine the influence of funding on sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. In the study, funding was measured by use of statements which the respondents asserted their level of agreement on the basis of a Likert scale of 5-1. Table 4.8 below indicates results of the respondents.

Table 4.8: Funding

Funding	5	4	3	2	1	Mean	STDV
1 The accounting policies and recording procedures are clearly documented in a written policies	112 (67)	40 (24)	4 (2)	(0)	12 (7)	4.40	1.02
2 All funds received by the organization are properly recorded and accounted for	90 (54)	58 (35)	4 (2)	8 (5)	8 (5)	4.27	1.05
3 Send A Cow makes great effort to obtain resources from local source.	76 (45)	72 (43)	4 (2)	12 (7)	4 (2)	4.21	0.97
4 The implementing team is fully trained about the donor rules and regulations	65 (39)	54 (32)	29 (17)	16 (10)	4 (2)	3.95	1.01
5 Project expenditure review and budget realignments are done in line with the project realities	55 (33)	53 (32)	18 (11)	20 (12)	22 (13)	3.61	1.02
6 Adequate funding that is properly utilized with the project assures project continuity and attracts more funding	52 (31)	82 (49)	22 (13)	4 (2)	8 (5)	3.81	0.94
Cumulative Mean						4.04	1.00

Source: Research data (2021)

Table 4.8 indicates the results for the analysis of funding. It indicates an average mean of 4.04 which shows that the majority respondents agreed with the indicators of funding in regard to sustainability of agricultural projects undertaken by Send A Cow. The results varied as indicated with an average standard deviation of 1.00. On statement that the accounting policies and recording procedures are clearly documented in written policies,

66.7% strongly agreed and 23.8% agreed on the same. The statement had a mean of 4.40 thus being agreed with by the majority respondents. On statement all funds received by the organization are properly recorded and accounted for, 53.6% strongly agreed and 34.5% of the respondents agreed on the same. The statement had a mean of 4.27 thus being agreed with by the majority respondents. On Send A Cow makes great effort to obtain resources from local source, 45.2 percent of the respondents strongly agreed and 42.9% agreed on the same. On this statement, a mean of 4.21 indicated that majority of the respondents were in agreement with this assertion.

On statement that the implementing team is fully trained about the donor rules and regulations, 38.7% strongly agreed and 32.1% agreed on the same. The statement had a mean of 3.95 thus being agreed with by the majority respondents. On statement that project expenditure review and budget realignments are done in line with the project realities, 32.7% strongly agreed and 31.5% of the respondents agreed on the same. The statement had a mean of 3.61 thus being agreed with by the majority respondents. On adequate funding that is properly utilized with the project assures project continuity and attracts more funding, 31.0 percent of the respondents strongly agreed and 48.8% agreed on the same. On this statement, a mean of 3.81 indicated that majority of the respondents were in agreement that adequate funding that is properly utilized with the project assures project continuity and attracts more funding.

4.4.5 Monitoring and Evaluation

The fourth objective was to establish the influence of monitoring and evaluation on sustainability agricultural Projects by Send a Cow Kenya in Western Kenya. To achieve the objective, the study solicited the opinion of the respondents whether the opinion of the community was sought as the project is being implemented to ensure it is still focused on community needs. All the respondents affirmed that opinion of the community was sought. Further, the study sought to establish how frequent were the consultations throughout the project. The results indicated that all respondents indicated that consultations were done on a monthly basis. Moreover, the study sought to establish whether the project added value to the community. The results are indicated in Figure 4.2.

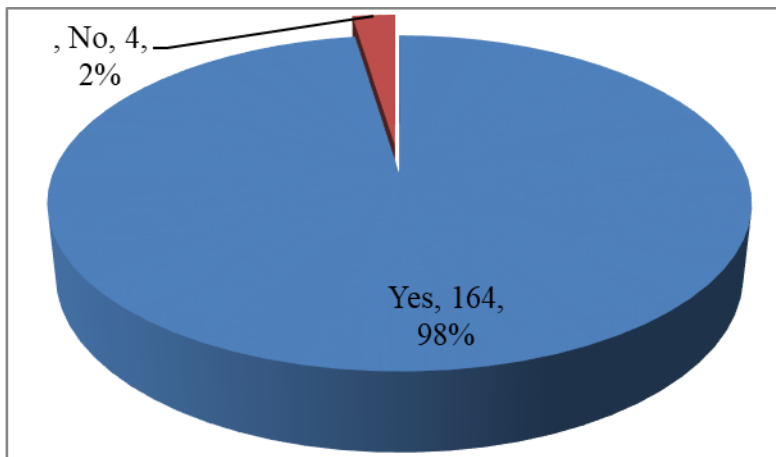


Figure 4.2: Project Added Value to the Community

Source: Researchdata (2021)

As indicated in Figure 4.2, the results indicated that majority of the respondents (98.0%) confirmed that projects implemented by Send A Cow has added value to the community while 2.0% didn't confirm that projects implemented by Send A Cow has added value to the community.

The study further sought to establish how often is monitoring done. As indicated in Figure 4.3, the study established that 6.5% of the respondents indicated that monitoring is done daily, 57.1% of the respondents indicated that monitoring is done weekly while 36.3% of the respondents indicated that monitoring is done monthly.

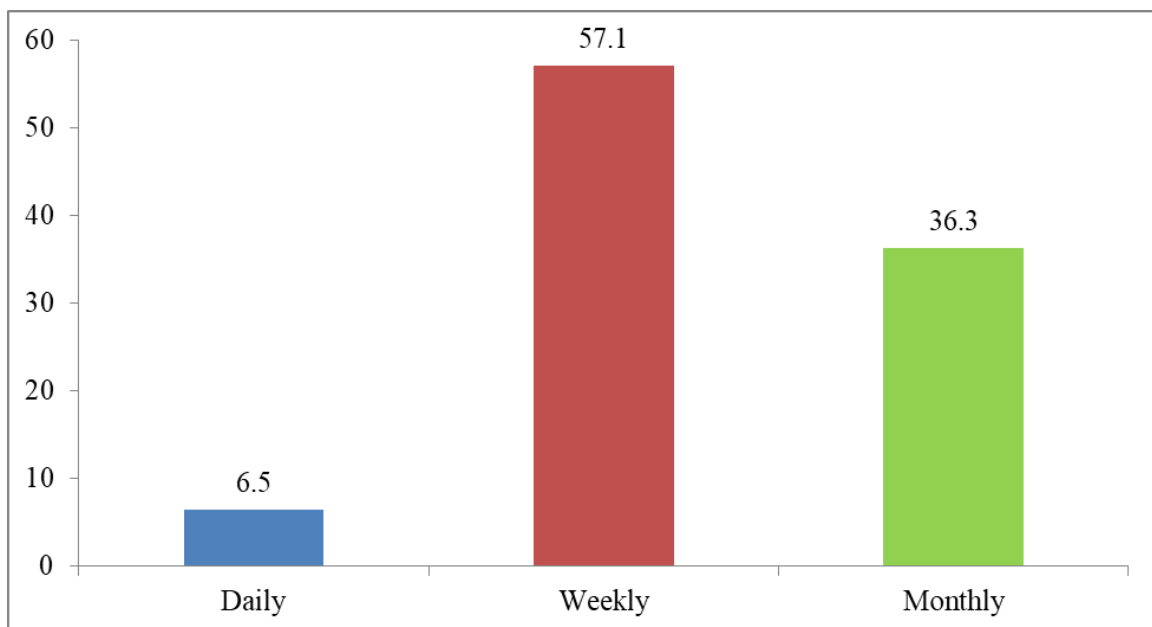


Figure 4.3: Frequency of Monitoring

Source: Researchdata (2021)

The study was interested to establish whether midterm evaluation of the projects was done. As evident in Figure 4.4, 82.0% of the respondents indicated that mid-term evaluation of the project was done while 18.0% indicated that mid-term evaluation of the project was not done.

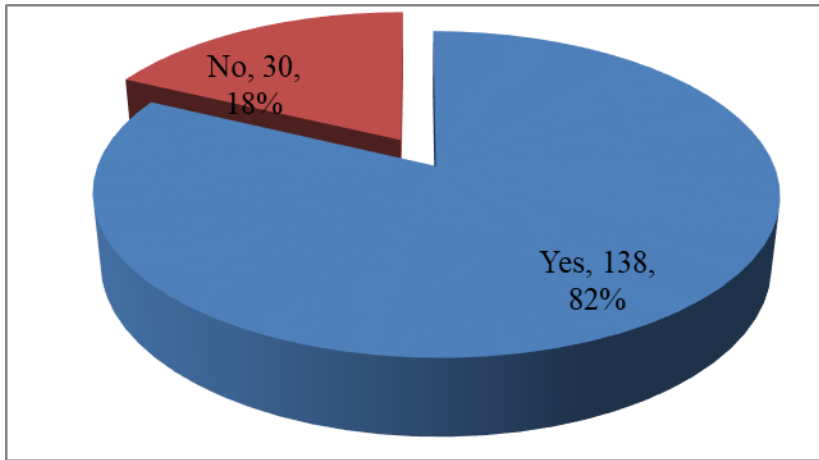


Figure 4.4:Midterm Evaluation of Project

Source:Researchdata (2021)

The study further sought to establish how often they did a progress report or get progress report from the project team. As indicated in Figure 4.4, the study established that 13.7% of the respondents indicated that they do progress report or get progress report from the project team weekly, 4.2% of the respondents indicated once every 2 weeks and 82.1% of the respondents indicated that they do progress report or get progress report from the project team monthly.

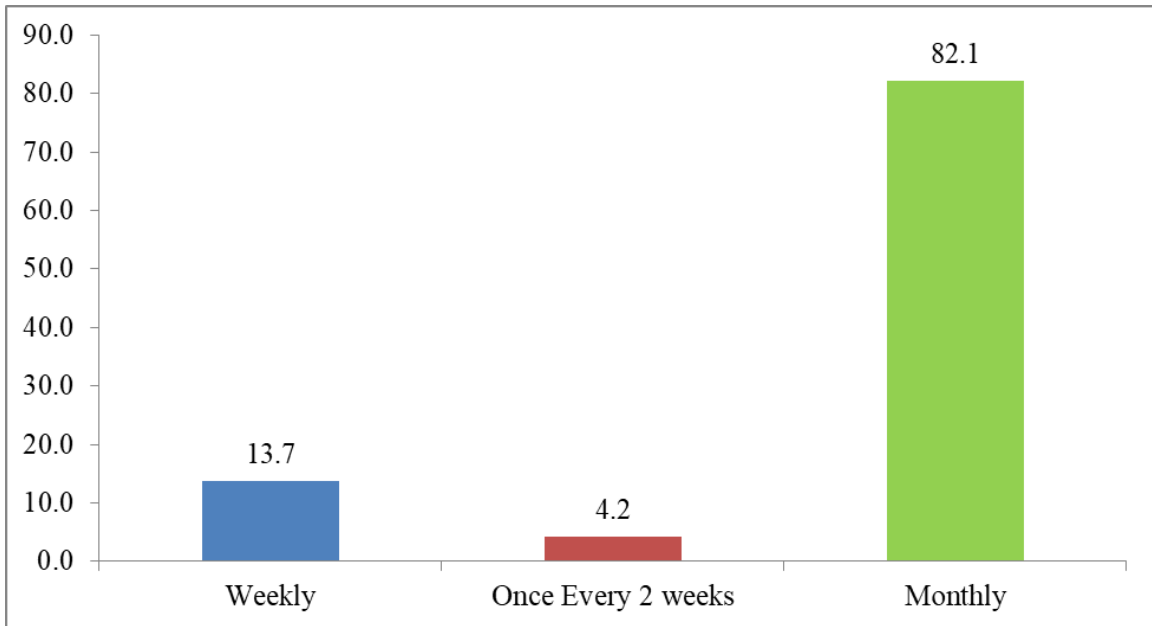


Figure 4.5: Frequency of Progress Report

Source: Researchdata (2021)

In the study, monitoring and evaluation was measured by use of statements which the respondents asserted their level of agreement on the basis of a Likert scale of 5-1. Table 4.9 below indicates results of the respondents.

Table 4.9: Monitoring and Evaluation

Monitoring and Evaluation	5	4	3	2	1	Mean	STDV
1 Proper monitoring and evaluation gives lessons that assures continuity and sustainability of the project	101 (60)	55 (33)	(0)	8 (5)	4 (2)	4.43	0.91
2 Monitoring and Evaluation is very important factor in influencing the sustainability of Send A Cow agricultural projects.	121 (72)	35 (21)	(0)	8 (5)	4 (2)	4.55	0.91
3. Send A Cow projects are capable of continuing after donor funding comes to an end and Send A Cow exits	65 (39)	48 (29)	35 (21)	20 (12)	(0)	3.94	1.04
Cumulative Mean						4.31	0.95

Source: Researchdata (2021)

Table 4.9 indicates the results for the analysis of monitoring and evaluation. It indicates an average mean of 4.31 which shows that the majority respondents agreed with the indicators of monitoring and evaluation in regard to sustainability of agricultural projects undertaken by Send A Cow. The results varied slightly as indicated with an average standard deviation of 0.95. On statement that proper monitoring and evaluation gives lessons that assures continuity and sustainability of the project, 60.1% strongly agreed and 32.7% agreed on the same. The statement had a mean of 4.43 thus being agreed with by the majority respondents. On statement monitoring and Evaluation is very important factor in influencing the sustainability of Send A Cow agricultural projects, 72.0% strongly agreed and 20.8% of the respondents agreed on the same. The statement had a mean of 4.55 thus being agreed with by the majority respondents. On Send A Cow projects are capable of continuing after donor funding comes to an end and Send A Cow

exists, 38.7percent of therespondents strongly agreedand 28.6% agreed on the same.Onthisstatement, a mean of 3.94 indicated that majority of the respondents were in agreement with this assertion.

4.5 Inferential Analysis

The study examined the correlation between the variables namely, human resource capacity, community involvement, funding, monitoring and evaluation and sustainability of Send A Cow projects. This was done by use of the Pearson’s correlation. The study also examined whether the dependent variables were indicators of the independent variable by use of multiple regression.

4.5.1 Correlation Analysis

Correlation analysis is used to determine the strength and direction of the relationship between the independent variable (Human resource capacity, Community involvement, Monitoring and evaluation, Funding) and the Sustainability and the findings were as shown in Table 4.10 below.

Table 4.10: Correlation Analysis

		HRC	CI	Funding	M&E
HRC-Human resource capacity	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	168			
CI-Community involvement	Pearson Correlation	.696**	1		
	Sig. (2-tailed)	.000			
	N	168	168		
Funding	Pearson Correlation	.669**	.854**	1	
	Sig. (2-tailed)	.000	.000		
	N	168	168	168	
M&E-Monitoring and evaluation	Pearson Correlation	.844**	.604**	.603**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	168	168	168	168
Sustainability of Projects	Pearson Correlation	.699**	.361**	.447**	.710**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	168	168	168	168

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researchdata (2021)

The results above (Table 4.10), all the relationships were positive, and significant (p-value=0.001) implying that selected determinants are positively and significantly related with Sustainability. The most significant stronger relationship was between monitoring and evaluation and sustainability of agricultural projects by Send a Cow Kenya in Western Kenya ($r = 0.710$, $p\text{-value} = 0.000 < 0.05$). This implied that increase in monitoring and evaluation of agricultural projects by Send A Cow Kenya in Western Kenya would result to increase in sustainability of their projects.

This followed by the relationship between human resource capacity, ($r= 0.699$, $p\text{-value} = 0.000 < 0.05$). This postulated that increase in human resource capacity would results to increase in sustainability of agricultural projects by Send a Cow Kenya in Western Kenya

This was followed by the relationship between Sustainability of agricultural projects by Send a Cow Kenya in Western Kenya and funding, ($r= 0.447$, $p\text{-value} = 0.000 < 0.05$). This implied that increase in funding would results increase in Sustainability of agricultural projects by Send a Cow Kenya in Western Kenya.

The weakest relationship is community involvement and Sustainability ($r= 0.361$, $p\text{-value} = 0.000 < 0.05$) indicating that there was a statistically significant positive correlation between community involvement and the Sustainability of agricultural projects by Send a Cow Kenya in Western Kenya.

4.7.2 Multiple Linear Regression Analysis

Multiple regression tries to figure out whether a set of variables will predict a single dependent variable (Mugenda & Mugenda, 2008). Multiple regressions were used in this case since there were multiple independent variables in the sample. This study was interested in finding out whether and how Human resource capacity, monitoring and evaluation, Community involvement, project funding influence sustainability of agricultural projects by Send A Cow Kenya in Western Kenya. The four independent variables were considered together (one equation) as predictors of Sustainability of

Projects. A multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df2	Sig. F Change
1	.767 ^a	.588	.578	.50485	.588	58.189	4	163	.000

a. Predictors: (Constant), Monitoring and evaluation, Funding, Human resource capacity, Community involvement
b. Dependent Variable: Sustainability of Projects

Source: Researchdata (2021)

Table 4.11 shows that $r=0.767$ which implies that the four independent variables have a strong relationship with sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. The coefficient of determination given by R^2 is 0.588, indicating that the four independent variables explain 58.8% of the variations in the Sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. Other variables not studied meant and contributed to 41.2% and there is need to carry out more research work to bridge the gap. To check the model significance, Analysis of Variance was conducted and the results obtained presented by Table 4.12

Table 4.12: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	59.324	4	14.831	58.189	.000 ^b
Residual	41.545	163	.255		
Total	100.869	167			

a. Dependent Variable: Sustainability of Projects
b. Predictors: (Constant), Monitoring and evaluation, Funding, Human resource capacity, Community involvement

Source: Researchdata (2021)

Further, ANOVA results in table 4.12 also shows that the F-statistical value is significant (F=58.189, *significant at $p < .001$*), thus confirming the fitness of the model. That is, from the study model, the significant F value show that the four independent variables (monitoring and evaluation, Human resource capacity, Community involvement, project Funding) are indeed different from each other and that they affect the dependent variable *Sustainability of Projects) in varied ways. . It is an indication that the overall model was significant and that monitoring and evaluation, Human resource capacity, Community involvement, project Funding jointly affected sustainability of agricultural projects by Send a Cow Kenya in Western Kenya.

Basing on the findings in Table 4.10, the study observed that the selected determinantshad a significant partial influence in predicting sustainability of agricultural projects by Send a Cow Kenya in Western Kenya as indicated by the significant unstandardized beta coefficients: Human resource capacity had $\beta = 0.501$, $t = 4.771$, p-value = $0.001 < 0.05$, Funding had $\beta = 0.198$, $t = 2.451$, p-value = $0.015 < 0.05$ and

Monitoring and evaluation had $\beta = 0.393$, $t = 4.335$, $p\text{-value} = 0.000 < 0.05$ which were considered to be significant at 5% level of significance whereas Community involvement had $\beta = 0.377$, $t = 4.305$, $p\text{-value} = 0.000 < 0.05$ which was considered significant at 5% level of significance. The constant was found to be insignificant, that is, $\beta = -0.332$, $t = 1.467$, $p\text{-value} = 0.144 > 0.05$.

Table 4.13: Regression Coefficients

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.332	.227		1.467	.144
Human resource capacity	.501	.105	.498	4.771	.000
Community involvement	.377	.088	.440	4.305	.000
Funding	.198	.081	.243	2.451	.015
Monitoring and evaluation	.393	.091	.409	4.335	.000

a. Dependent Variable: Sustainability of Projects

Source: Research data (2021)

Multiple Linear Regression model equation that was used to predict the Sustainability of Projects when given Human resource capacity, Community involvement, Funding and monitoring and evaluation was:

$$Y = -0.332 + 0.203X_1 + 0.377X_2 + 0.198X_3 + 0.393X_4$$

Where;

$$Y = \text{Sustainability}$$

- X₁** = Human resource capacity
- X₂** = Community involvement
- X₃** = Funding
- X₄** = Monitoring and evaluation Practice

Influence of Human Resource Capacity on Sustainability of Agricultural Projects

From the findings, human resource capacity has a significant and positive influence on the sustainability of agricultural projects by Send A Cow Kenya in Western Kenya. Basing on the results indicated in Table 4.16, the regression Coefficient results showed that $\beta = 0.501$, $p = 0.000 < 0.05$; therefore, Human resource capacity had a statistically significant influence on the Sustainability of Projects. This indicates that a unit improvement in the Human resource capacity was likely to result to an improvement in the Sustainability of Projects by 50.1%. The results reiterate the importance of Human resource capacity in Sustainability of Projects. According to results, beneficiaries were involved in designing the training materials and there are clear training schedule and materials for each stage of the project. Further, Farmers are adequately trained about the project activities and requirements. This result to increase in sustainability of agricultural Projects by Send a Cow Kenya in Western Kenya. The findings are in agreement with Okorley et al, (2012) conducted a study on Organizational factors influencing sustainability of local non-governmental organizations. The study established that the availability of funds, quality material resources, supportive leadership, development of needs-based and demand-driven programmes, and effective

management can have a significant influence on the sustainability of local NGOs. The results are further supported by Njoroge (2013) who did an investigation on the factors influencing sustainability of NGOs in Kenya. The study established a positive relationship between management competence and sustainability of NGOs.

Influence of Community Involvement on Sustainability of Agricultural Projects

From the research findings, community development has a significant and positive influence on sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. The regression Coefficient results showed that $\beta = 0.377$, $p = 0.000 < 0.05$; therefore, Community involvement had a statistically significant influence on the Sustainability of Projects. This indicates that a unit improvement in the Community involvement was likely to result to an improvement in the Sustainability of Projects by 37.7%. The study established that the organizations involves community stakeholders in their programs, Proper community stakeholder involvement ensures right interactions to get a head of problems and undertake opportunities among stakeholders and Involving community stakeholders in organization programs' development ensures each stakeholder understands their roles and responsibilities.

These findings are in agreement with Kiarie et al., (2016) conducted a study on assessment of factors influencing sustainability of donor funded projects in Nakuru County, Kenya. The study established that community/ stakeholder involvement greatly

affects sustainability of donor funder projects however in the projects sampled this was not done adequately therefore there is need to continue emphasizing this. This also supported by Holmes and Moir (2015) who also observed that stakeholder involvement process builds a proactive two-way process between the organization and the stakeholder. The communication, opinions and proposals flow in both directions and the organization, which can change its behaviour because of stakeholder participation which then has an effect on successful implementation of programmes.

Influence of Funding on Sustainability of Agricultural Projects

From the findings, funding has a significant and positive influence on sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. The regression Coefficient results showed that $\beta = 0.198$, $p = 0.015 < 0.05$; hence Funding had a statistically significant influence on the Sustainability of Projects. This implies that a unit improvement in the Funding was likely to result to an improvement in the Sustainability of Projects by 19.8%. The above findings demonstrate that Sustainability is positively influenced by Funding. It is evident that accounting policies and recording procedures are clearly documented in written policies and funds received by the organization are properly recorded and accounted for. Further, Project expenditure review and budget realignments are done in line with the project realities.

The findings are in agreement with Karanja et al., (2014) conducted a study on the assessment of factors influencing financial sustainability of non-governmental

organizations in Isiolo County, Kenya. The study concluded that the issue of funding in NGOs is still a major challenge and government sometimes interferes with it. Further, Mutinda et al., (2016) studied determinants of financial sustainability of Non-governmental organizations in Nakuru County, Kenya. Based on the data collected the study concluded that financial resources mobilization capacity does not affect NGOs financial sustainability but the internal control system does influence financial sustainability of NGOs. The results are also in agreement with Kuria and Wanyoike (2016) who assessed factors influencing performance of donor funded projects in Nakuru County. The results indicated that project financing had strong positive relationships with sustainability.

Influence of Monitoring and Evaluation on Sustainability of Agricultural Projects

From the research findings, monitoring and evaluation has a significant and positive influence on sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. The regression Coefficient results showed that $\beta = 0.393$, $p = 0.000 < 0.05$; hence Monitoring and evaluation had a statistically significant influence on the Sustainability of Projects. This indicates that a unit improvement in the Monitoring and evaluation was likely to result to an improvement in the Sustainability of Projects by 39.3%. This implies that sustainability depends on monitoring and evaluation. The study established that opinion of the community sought as the project is being implemented to ensure it is still focused on community needs, there were frequent consultations throughout the project and that consultations were done on monthly

basis. Monitoring was done within a week and there was evident for midterm evaluation of the project with associated monthly progress report.

The results are in agreement with Umugwaneza et al (2016) who conducted a study on the role of monitoring and evaluation on project sustainability in Rwanda. A case study of Electricity access scale-up and sector-wide approach development project (EASSDP). The study concluded that there is a positive relationship between accountability, effective communication, partnership for planning and supportive supervision and sustainability of projects. Karanja et al., (2014) investigated the influence of management practices on sustainability of projects in Kangema District (Kenya). The study revealed that, sound financial management, appropriate training, leadership and effective monitoring and evaluation influence the sustainability of the projects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter covers the summary, conclusion and study recommendations. The summary was discussed in form of the research questions highlighting the major findings. The conclusion and the recommendations were discussed in regard to the study objectives.

5.2 Summary of findings

The general objective of the study is to establish the determinants of sustainability of non-governmental organizations agricultural based projects in Kenya. Specifically, the study sought to examine the influence of human resource capacity, community involvement, funding, monitoring and evaluation. The study adopted descriptive research design. Data was collected using open and closed ended questionnaires from a target population of 2130. The sampling was done by use of a stratified sampling procedure and the sample size was 213 respondents. Multiple regression model of the study was developed to check the effect of the independent variables on the dependent variable. The findings of the study were based on the analysis of the information given by the respondents of the questionnaires issued to them. The study findings are based on the specific objectives.

Averagely, the level of mean response of human resource capacity from 9 statement was at 84.7% (mean=4.24, std. dev. =0.92) rated high as shown in Table 4.6 an implication

that human resource capacity such as training and mentorships influences sustainability of Send A Cow projects. The regression model revealed that an increase in human resource capacity increased the sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. As the most agreed statement by the respondents was that the beneficiaries were involved in designing the training materials, there are clear training schedule and materials for each stage of the project, farmers are adequately trained about the project activities and requirements.

The second objective was to investigate the community involvement influence on sustainability of agricultural Projects by Send a Cow Kenya in Western Kenya. Averagely, the level of mean response of community involvement from 6 statement was at 80.4% (mean=4.02, std. dev. =1.03) rated high as shown in Table 4.7 an implication that community involvement such as participation and involvement in Send Cow projects influences their sustainability. The findings of the study indicated that community involvement influenced sustainability of agricultural projects by Send a Cow Kenya in Western Kenya positively and significantly. The respondents agreed with the research objective with a mean of agreed. Majority of the respondents were in agreement that organizations involves community stakeholders in their programs.

A determination of how sustainability of agricultural projects by Send a Cow Kenya in Western Kenya was affected by fundingformed third study objective. Averagely, the level of mean response of funding from 6 statement was at 80.8% (mean=4.04, std. dev. =1.00) rated high as shown in Table 4.8 an implication that community involvement such

as level of funding and longevity in regards to Send Cow projects influences their sustainability. The findings of the study expressed that funding had a positive and significant influence on the sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. The findings showed that the respondents were in agreement as far as the accounting policies and recording procedures are clearly documented in written policies.

Evaluating the influence of monitoring and evaluation on sustainability agricultural Projects by Send a Cow Kenya in Western Kenya formed the fourth study objective. Averagely, the level of mean response of monitoring and evaluation from 3 statement was at 86.2% (mean=4.31, std. dev. =0.95) rated high as shown in Table 4.9 an implication that monitoring and evaluation such as achievements, targets and consistency in Send Cow projects influences their sustainability. The findings of the study indicated that monitoring and evaluation had a positive and significant influence on the sustainability of agricultural projects by Send a Cow Kenya in Western Kenya. The indicators of the variables were rated as highly required for the sustainability agricultural Projects by Send a Cow Kenya in Western Kenya.

5.3 Conclusions

On human resource capacity, the study concludes that human resource capacity has a significant positive influence on sustainability agricultural Projects by Send a Cow Kenya in Western Kenya. The study established that majority of the respondents were trained on the Send A Cow projects and core values. Beneficiaries were involved in designing the

training materials. There are clear training schedule and materials for each stage of the project, Farmers are adequately trained about the project activities and requirements and beneficiaries are adequately trained on the project requirements and project targets. Therefore, human Resource Capacity is important factor in influencing sustainability of NGO interventions as it assured the continuity of the project and its sustainability.

On community involvement, the study concluded that there is significant influence of Community involvement on Sustainability in Kenya. This implied that increase in Community involvement would results to improvement in sustainability agricultural Projects by Send a Cow Kenya in Western Kenya. The study established that Send A Cow Kenya involves community stakeholders in their programs which enhanced sustainability of its projects. Further, involving community stakeholders in Send A Cow programs' development ensures each stakeholder understands their roles and responsibilities which is very important to the sustainability of Send A Cow program interventions.

The study concluded that there is significant influence of Funding on Sustainability in Kenya. This implied that increase in funding would results to improvement in sustainability agricultural Projects by Send a Cow Kenya in Western Kenya. The study established that accounting policies and recording procedures are clearly documented in written policies and funds received by the organization are properly recorded and accounted for. The study also established that project expenditure review and budget realignments are done in line with the project realities. Further, the implementing team is

fully trained about the donor financial rules and regulations, this ensures sustainability agricultural Projects by Send a Cow Kenya in Western Kenya.

Finally, the study concluded that there is significant influence of monitoring and evaluation on sustainability agricultural Projects by Send a Cow Kenya in Western Kenya. This implied that increase in monitoring and evaluation would results to improvement in Sustainability of Agricultural projects. The study established that opinion of the community sought as the project is being implemented to ensure it is still focused on community needs, there was frequent were the consultations throughout the project and that consultations were done on monthly basis. This ensured that the projects added value to the host community. Monitoring was done within a week and there was evident for midterm evaluation of the project with associated monthly progress report. Therefore, monitoring and evaluation gives lessons that assures continuity and sustainability of the project and Send A Cow projects are capable of continuing after donor funding comes to an end and Send A Cow exits.

5.4 Recommendationsfor Policy and Practice

The study established that human resource capacity is significant in ensuring sustainability of agricultural projects supported by Send A Cow. The study therefore recommends that that there is need for regular trainings/workshops meant to increase expertise, skills and knowledge of personnel tasked with management and sustainability of Agricultural based projects. The management of Send A Cow should also provide required resources so as to ensures training programs goals and objective are realized.

The study also recommends that Send A Cow management ought to acquire human resources with minimum required expertise, skills, competence and knowledge through competitive hiring and recruitment process.

On community involvement, the study recommended that management of Send A Cow should ensure they provide an opportunity for different agricultural project beneficiaries to participate in their sustainability. The beneficiaries need to feel that their opinions are included in the final decisions making process which is key project sustainability. This can be achieved by coming with clear policies and structures which will ensure right interactions among different stakeholders and at the same time ensure each stakeholder understand their roles and responsibilities in agricultural project sustainability.

Given positive correlation between funding and sustainability of agricultural projects by Send a Cow Kenya in Western Kenya, the study recommended that the management of Send A Cow should carry out financial resource planning to ensure that finance resources are adequate for the operation of the Send A Cow agricultural projects to ensure sustainability of agricultural projects. Further, the study recommended that there should be a clear funding framework that is focused to allocation and utilization of funds for approved Send A Cow agricultural projects with clear implementation plans to achieve projects' goals and objectives.

Lastly, on monitoring & evaluation, the study recommended that management of Send A Cow should ensure that they carry out monitoring and evaluation regularly with keen involvement of the community. The staff should be required to submit a report on their

areas of operation and responsibility on monthly basis so as to come up with contingency plans which would enhance sustainability of the projects. Also, enough resources should be allocated so as to have the funds availed at the right time and be in the right hands in order to have the monitoring and evaluation processes a success.

5.6 Suggestions for Further Research

Arising from the implications and limitations of this study, recommendations for further research were made. The study focused on four determinants which did not fully determine sustainability agricultural Projects by Send a Cow Kenya in Western Kenya. This implies there may be other independent, moderating, mediating or intervening variables which may influence sustainability agricultural Projects by Send a Cow Kenya in Western Kenya such as risk management, project leadership, and resource management. Therefore, further studies should focus on the said variables. Additionally, since this study was undertaken specifically for Send A Cow Kenya; a similar study can be undertaken in other NGOs in agricultural projects such as Send A Cow.

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APPENDICES

Appendix I: Letter of Introduction

Re: Letter of Introduction and Questionnaire Guide

Date.....

To

.....

Dear Sir/Madam,

Re: Collection of Research Data

I am Priscah Mulati a student of Masters of Business Administration – Strategic Management Option at Kenyatta University. Currently I am carrying out a research on *“Determinants of sustainability of non-governmental organizations’ agricultural based projects in Kenya: a case study of send a cow”*. I am in the process of gathering relevant data for this study. You have been identified as one of the respondents in this study. I kindly request for your assistance towards making this study a success.

I therefore kindly request you to take some time to respond to the attached questionnaire. I wish to assure you that your responses will be treated with utmost confidentiality and will be used solely for the academic purpose.

I thank you in advance for your time and responses. It will be highly appreciated if you can respond to the questionnaire in a week’s time to enable early finalization of the study.

Yours Sincerely,

Priscah Mulati

Reg. No. D53/OL/16173/2006

Appendix II: Questionnaire

The purpose of this study is to examine agricultural projects by Non-Governmental and their sustainability with a case study of Send A Cow programs in Kenya. This questionnaire has statements regarding demography, human resources capacity, stakeholders' involvement, funding and monitoring and how they influence sustainability of Non-Governmental organizations programs in Kenya

Section 1: Demographic questions

1. What is the relationship with the organization? (Tick Appropriately)

Staff Peer Farmer Trainer Farmer

2. How long have you been working with this organization? (Tick Appropriately)

Less than a year

1-3 Years

4-6 Years

6 Years and above

3. Which Send A Cow projects were you engaged in?

Wealth Creation

Kitchen Gardening

Push - Pull Project

Section 2: Factors affecting Send a Cow programs sustainability

Section A. Determinants of Sustainability

4. In your opinion to what extent do the following factors influence sustainability of NGOs agricultural projects? (tick appropriately)

Sustainability of the project	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. Capacity building					
2. Community involvement in the projects					
3. Level and access to funding					
4. Funding of the projects					

Section B. Human Resource Capacity

1. Were you trained on the Send A Cow projects and core values? Yes No

2. In your opinion to what extent do the following statements on the influence of human resource capacity on sustainability of NGOs agricultural projects? (tick appropriately)

Human Resource Capacity Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. Send A Cow has simple and clear training manuals					
2. The beneficiaries were involved in designing the training materials					
3. There are clear training schedule and materials for each stage of the project					
4. Beneficiaries are adequately informed about the training schedules					
5. Farmers are adequately trained about the project activities and requirements					
6. The field trainers are well informed about the project trainings					
7. Beneficiaries are adequately trained on the project requirements and project targets					
8. Beneficiaries are adequately trained on the project reporting					
9. Beneficiaries are adequately trained on the field technical support system					
10. Proper capacity building training of the stakeholders assures the continuity of the project and its sustainability					
11. Human Resource Capacity is important factor in influencing sustainability of NGO interventions					

Section C: Community Involvement

1. In your opinion to what extent do the following statements on the influence of community involvement on sustainability of NGOs agricultural projects? (tick appropriately)

Community involvement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. Our organizations involves community stakeholders in their programs.					
2. Involving community stakeholders in the programs enhances sustainability of its projects.					
3. The community stakeholders were involved in the project design					
4. The community stakeholders were involved in the Community involvement					
5. Proper community stakeholder involvement ensures right interactions to get a head of problems and undertake opportunities among stakeholders.					
6. Involving community stakeholders in organization programs' development ensures each stakeholder understands their roles and responsibilities.					
7. Community involvement ensures that project continues after the funding period focusing on the future, not looking in the rear view mirror.					
8. Community involvement in Send A Cow programs is very important to					

the sustainability of Send A Cow program interventions					
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Section D. Funding

1. To what extent do you agree with the following views on the influence of funding on sustainability of your organization? (tick appropriately).

Funding	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. The accounting policies and recording procedures are clearly documented in a written policies					
2. All funds received by the organization are properly recorded and accounted for					
3. Send A Cow makes great effort to obtain resources from local source.					
4. The implementing team is fully trained about the donor rules and regulations					
5. Project expenditure review and budget realignments are done in line with the project realities					
6. Adequate funding that is properly utilized with the project assures project continuity and attracts more funding					

Section E, Funding

1. Were you involved in the monitoring of the project? Yes No

2. Is the opinion of the community sought as the project is being implemented to ensure it is still focused on community needs?
Yes No If No, skip to no.5

3. How frequent were the consultations throughout the project?
Monthly Quarterly Bi-annually Annually

4. Do you personally think the project added value to this community?
Yes No

5. How often is monitoring done?
Daily
Weekly
Monthly
Occasionally
Annually
Never

6. Was the midterm evaluation of the project done? Yes No

7. How often do you do a progress report or get progress report from the project team?

Weekly

Once every 2 weeks

Monthly

Other

8. Proper Funding gives lessons that assures continuity and sustainability of the project (Tick Appropriately)

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

9. Funding is very important factor in influencing the sustainability of Send A Cow agricultural projects. (Tick Appropriately)

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

10. Send a Cow projects are capable of continuing after donor funding comes to an end and Send a cow exits.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree