

FACTORS AFFECTING PROJECT SUSTAINABILITY IN NON-GOVERNMENTAL ORGANISATIONS IN NAIROBI CITY COUNTY, KENYA

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Abstract: The study sought to determine the factors affecting project sustainability in non-governmental organisations in Kenya. The study used a probability sampling technique in form of simple random sampling to draw a sample of 150 respondents from a target population of 240 who were staff members of Kwetu Home of Peace, Railway Children, Oxfam and Concern Worldwide, Amref Health Africa, and Care Kenya at their Nairobi premises. These were the staff who had direct or indirect interaction with the implementation of project sustainability initiatives. The study adopted a descriptive study to collect data from all the 150 respondents sampled using structured questionnaires. Data collected was analyzed using Quantitative data analysis including descriptive and inferential statistics. Descriptive statistics involved use of frequencies and percentages. Multiple linear regression model and bivariate correlation were used as Inferential statistics. Results were presented in form of frequency distribution tables and pie charts. Qualitative data was analyzed through content analysis and presented in continuous prose form. The study was governed by four theories; Stakeholder Theory of Sustainability; The neoclassical sustainability theory; Modern Neoclassical theory of sustainability and New Systems theory of sustainability. The factors affecting project sustainability were deduced from the results of the study. The findings of the study revealed existence of a strong positive correlation between cost management, political factors and stakeholder involvement and the dependent variable while that of not-for-profit mission was negative. The study established that stakeholder Participation and Not-For-Pofit Mission were significantly related to NGOs' project sustainability. The R Squared value for all the variables was 0.869 indicating that the study results explained 86.9% of the total variation in Project Sustainability which can be attributed to unit change in the four independent variables. The study suggests that NGOs should partner with private sector organisations to get skilled manpower so as to make up for organisational constraints. The study recommends further research on Project Sustainability in general in NGOs rather than on the specific aspects of sustainability such as financial, environment and social sustainability.

Keywords: Cost Management, Non-for Profit, Political Factors, Stakeholder Involvement, Economic sustainability, Environmental Sustainability, Social Sustainability, Organizational Factors.

I. INTRODUCTION

The importance of sustainability as a general objective for organizations and specific objective for non-governmental organizations (NGOs) of all types cannot be overstated. The ever-dwindling donor funding environment during the past couple of decades has necessitated a rethink by all organizations regarding how they build their internal capacities to enhance their ability to deliver on their respective operational mandates. The challenges faced by NGOs pose peculiar

International Journal of Novel Research in Humanity and Social SciencesVol. 5, Issue 2, pp: (34-47), Month: March - April 2018, Available at: www.noveltyjournals.com

issues of concern for all concerned stakeholders on how to remain operational for the foreseeable future. Additionally, critical global developments such as the September 9, 11 terrorist attacks as well as the sub-prime mortgage lending crisis led to a change of priorities by donor countries in the West thereby leading to reduced contributions to the global donor support pool of funds. Harir (2015) cites the inability of NGOs to work outside of the priorities set by donors as a major impediment to the accomplishment of their mission statements. This reality has necessitated the building of the internal capacity of these organisations to boost their sustainability. NGOs are also constrained by the fact that the costs of the services that they provide are not met by the clients that they serve because they are the poor, marginalised, oppressed and deprived inhabitants of the third world (Raynor, Cardona, Knowlton, Mittenthal & Simpson, 2014). This places the burden of covering the costs squarely on the NGOs through appropriate access to the for-profit capitalist market economy that has penetrated the vast majority of the world. In other words, through proactive management of available resources to fulfil the needs of their stakeholders (the very essence of sustainability), NGOs are better able to secure their operational survival. Srivatsava and Ramachandran (2016) established that the environmental impact of organizations is often sacrificed in favor of economic development owing to the pressures placed on the government by the huge population in India. In fact, there is a demonstrable absence of sensitivity to social structures and traditional livelihoods. Despite a growing acknowledgement of the importance of sustainability as exemplified by constitutional provisions in various pieces of legislation, the implementation of the same has been lackluster to date. Philippines, like many other developing economies in the world, has been experiencing rapid economic growth which has mainly been concentrated in the urban areas.

Philippines has also been riddled with gross inequality in the allocation of resources, urban and rural poverty continue (Salzer, Wallbaum, Lopez & Kouyoumji, 2015). The country faces extreme climatic conditions such as typhoons, earthquakes and floods which make it impossible for the poor to afford proper housing accommodation and as such are in indeed of sustainable solutions (Salzer *et al.*, 2015). Hence, in some sustainability projects, the lack of a critical element can result in the failure of the overall objective of the project. The efforts of the Ugandan Government to promote the community-based management systems (CBMS) strategy for achieving the sustainability of rural water services has been going on for many years, however, this has not been mirrored by the sanitation sector (Carter & Kidega, 2013). Consequently, households, public institutions such as schools and health centers, as well as public places have been struggling with poor sanitary conditions for several years. Thus, the CBMS which is built on principles of community demand for improved services, endeavored to address these shortcomings by establishing linkages with civil society and Government actors to design the Software Steps and Critical Requirements for water and sanitation which focused its attention on post-construction support of community management (Carter & Kidega, 2013). Most projects undertaken by NGOs lack the requisite sustainability to achieve durable benefits to the intended beneficiaries. According to a study carried out in Kiambu County in Kenya by Wabwoba & Wakhungu (2013), many projects including those undertaken by international development organizations fail to fulfil their objectives owing to a myriad of factors including group members' participation, rainfall patterns, land tenure and gender, level of funds allocated, and individual activities undertaken by the members. The study proposed many probable solutions including the involvement of the group in the project design, implementation, resource contribution, monitoring and evaluation to ensure ownership and hence sustainability (Wabwoba & Wakhungu, 2013). Oina, Towett, Kirui, & Luvega (2015) affirm that a project is sustainable if the community/beneficiaries are capable on their own without the assistance of outside development partners to continue producing results for their benefit as long as their problem still exists. They go on to state that the attainment of project sustainability is dependent on the adoption of a strategic approach incorporating four main elements: future orientation; external emphasis; environmental fit; and process orientation. Many communities in Kenya face serious problems accessing energy sources especially with regards to cooking and lighting (Muigua, 2013). Such communities have been using traditional biomass such as wood fuel for cooking which precipitated the involvement of community members, nongovernmental organization stakeholders, and community decision makers to discuss and arrive at the conclusion that biogas is a cleaner burning and more efficient fuel (Muigua, 2013).

The Capacity Factor Analysis (CFA) model is used to determine the sustainability of biogas as a source of energy by examining the various factors that have a bearing on it and assigning weights according to their relative strengths (Muigua, 2013). Through the identification of probable areas of failure for the biogas energy solution, the CFA provides a foundation for engineers and intervention designers to incorporate technical and programmatic solutions to these problem

International Journal of Novel Research in Humanity and Social SciencesVol. 5, Issue 2, pp: (34-47), Month: March - April 2018, Available at: www.noveltyjournals.com

areas. Kwetu Home of Peace is a rehabilitation centre for street children established in 1993 by the catholic church in response to the large number of street children in Nairobi. The organisation is founded on the belief that street children have the potential to change their own circumstances and become productive members of society. Thus, it rescues, rehabilitates, and reintegrates street children between the ages of 8-14 years by giving them love, dignity and hope. The rehabilitation period normally takes about two years, after which the boys are reintegrated back to families (parents/guardians). The projects undertaken by NGOs are typically aimed at plugging gaps that have been left by other actors such as governments. Given the sheer scale of the problems that such projects attempt to address, the resource requirements for the NGOs are rather significant and usually insurmountable (Szarka, 2013). Thus, the first problem is that the NGOs are faced with resource constraints which are unable to address the huge social needs of the beneficiary communities that they serve. Secondly, the lack of capacity by the local governments in most countries where they are operational places a heavier burden on NGO actors to intervene (Szarka, 2013). Project sustainability is a challenging endeavor because it can only be determined long after the completion of the project by which time there are no resources to allocate for any further review or remedial action if need be (Okoth, 2016). According to the NGO Co-ordination Board Strategic Plan 2014-2017, the present number of registered NGOs in Kenya is 8,569 which represented 74 percent of the cumulative number of registered organizations are growing by an average of more than 759 organisations annually (NGOs Co-ordination Board, 2016). This reflects the fact that the number of NGOs in Kenya has been growing steadily over the years and they continue to place huge demands on donor funding. The very mission of NGOs also restricts them in their efforts to ensure sustainability. The fact that many are non-profits prevents them from building up their internal resources through commercial alternatives (Wright, 2015). NGOs face the very common possibility of being unable to provide high quality and quantity in their interventions owing to their inability to raise enough funds to cover their expenses on core initiatives (Harir, 2015). Additionally, resource constraints hamper their ability to recruit the best talent available.

This creates the problem of deficiency of specific skills such as financial management and entrepreneurship within their ranks and further destroys any hope of internal capacity build up initiatives. Project sustainability is made more difficult by the lack of commitment from beneficiary communities to follow-up on the initiatives undertaken by NGOs during the life of the project. Local stakeholders have tended to be indifferent to the need to push through with the original agenda of the NGOs and sometimes even when they got involved, they were too disorganized to negotiate and present a common voice (Oina *et al.*, 2015). The NGOs need the active participation of the local stakeholders for any sustainability initiatives to succeed since the impact of such initiatives is normally felt after the completion of the project implementation period. Ironically, it is the very same local stakeholders who lose out the most when these initiatives fail. The scarcity of funding allied to the heavy demand for the same has necessitated the placement of ever more stringent requirements by donors on the utilization of funds (Cheboi, 2014). NGOs usually find themselves being obligated to follow the money and allow donors to dictate the scope and direction of their interventions, or else, obtain no financial support at all. The issue of project sustainability is also problematic for NGOs to focus on because donors tend to become fatigued for interventions lasting more than about five to ten years owing to the other demands placed on the same funds (Harir, 2015).

There are many other qualitative issues with external donor funding as far as Adhiambo (2012) is concerned. Firstly, they tend to reflect the priorities of the donor country. Secondly, they tend to favour larger NGOs who are considered a safer option. Thirdly, they are often dependent on bilateral agreements which dictate terms to beneficiaries. Lastly, they may result in political tensions when the funding is channelled to NGOs without government participation. The vast majority of sustainability literature is situated in the corporate context (Jabareen, 2012; Christen & Schmidt, 2012) rather than on NGOs which indicates a gap in the research that this study will be addressing. Additionally, the available NGO sustainability literature is focused primarily on financial (Yang & Chang, 2011; Omeri, 2015; Sontag-Padilla, Staplefoote & Morganti, 2012) and environmental sustainability (Keeso, 2014; Jia-nan, 2012) dimensions rather than on project sustainability specifically. This means that project sustainability remains an unserved pursuit for these organizations and, thus, is of great importance from a scholastic perspective. This study seeks to build on the work of Macharia, Mbassana & Oduor (2015) and Wabwoba & Wakhungu (2013) by establishing new grounds on factors influencing project sustainability for NGOs in Kenya so as to expose novel ways of attaining project sustainability given that this an ever-changing phenomenon.

II. METHODOLOGY

A descriptive study was used to obtain information about the status of the factors affecting project sustainability in selected non-governmental organisations in Kenya (Mugenda & Mugenda, 2003). The study used a probability sampling technique in form of simple random sampling to draw a sample of 150 respondents from a target population of 240 who were staff members at Kwetu Home of Peace, Railway Children, Oxfam and Concern Worldwide, Amref Health Africa, and Care Kenya at their Nairobi premises. The study adopted a descriptive study to collect data from all the 150 respondents sampled using structured questionnaires to determine the factors affecting project sustainability. The study investigated Cost Management, Not-for profit Mission, Political Factors and Stakeholder involvement to ascertain their influence on Project sustainability. Data was collected using closed-ended questionnaires for ease of data collection. Questionnaires were used to retrieve demographic information and the opinions of the 150 respondents about how Cost Management, Not-for profit Mission, Political Factors and Stakeholder involvement influenced project sustainability. Data collected from the respondents formed the primary data while secondary data was retrieved from the library through journals, books and reports. Questionnaires were served to the respondents and later collected after their response. Questionnaires were categorized according to the respondents' demographic information and general information about the subject. The study conducted a pilot study to test the structuring of the questions in the questionnaires to ascertain whether the questionnaire was reliable. 10 subjects were issued with questionnaires to test the reliability of the data collection instrument from the sample size of 150 staff members of the selected NGOs (Mugenda & Mugenda, 2003). The 10 subjects participating in the pilot study were not included in the final study to avoid fatigue. The research instrument was validated by subjecting it to scrutiny through a peer review as a method of enhancing internal validity by utilizing study partners. Additionally, the study's supervisor served as the content expert for enhancing content validity to enable the research instruments to be examined by experts in the particular field of study. Internal validity – involves testing the congruence of the research findings with reality as well as the degree to which the study observes and measures the data. Inconsistencies were eliminated from the actual study by rephrasing the questions. The research instrument was pre-tested to determine its reliability by checking the structure, wording and sequence of the questions.

10 questionnaires were piloted by issuing them to randomly selected respondents at the selected NGOs. The questionnaires were coded and responses input into statistical program for social sciences (SPSS) version 20 which was used to generate the Cronbach's reliability coefficient. Cronbach's Alpha (α) was used to measure internal consistency of the research instrument in this study. The study obtained a Cronbach's Alpha (α) coefficient of 0.713 against the 0.7 used as a threshold of reliability (Mugenda & Mugenda, 2003). In this study, data collected from the respondents was tabulated, coded and analyzed to deduce relationships between the variables using the statistical program for social sciences (SPSS) software version 20. Analyzed data was presented using tables, graphs and charts (Mugenda & Mugenda, 2003). Frequency distribution tables and percentages were used in the study to capture the characteristics of the variables. The study employed inferential statistics such as multiple linear regression and bivariate correlation to analyze the relationship between the dependent variable and the independent variables. The independent variables in the study were: Cost Management, Non-profit Mission, Political factors and Stakeholder involvement while the dependent variable was Project Sustainability. The study presented study results using frequency distribution tables, graphs and pie charts to deduce the relationship between the variables. Multiple linear regression was used to determine the relationship between the determinants: Cost Management, Non-profit Mission, Political factors and Stakeholder involvement and how they predict Project sustainability of NGO projects in Kenya. The multiple linear regression equation that was used in the model was:

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

Where:

Y= Project Sustainability

β_0 = Constant Term,

X_1 = Cost Management

X_2 = Non-for-profit Mission

X_3 = Political factors

X₄= Stakeholder involvement

In the model, β_0 = was the constant term while the coefficients $\beta_i = 1, \dots, 4$ were used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables X₁, X₂, X₃ and X₄. ϵ was the error term which was used to capture the unexplainable variations in the model.

III. FINDINGS

The study targeted a sample size of 150, and managed to get 125 returned questionnaires thus representing a response rate of 83%. Based on Mugenda and Mugenda (2003) a response rate of over 50% is considered good, therefore, this response rate is considered quite good. The study used Cronbach's Alpha to determine the internal consistency of the data. According to the results shown in Table 1 below, political factors had the highest reliability at 0.774. However, all the remaining variables indicated satisfactory reliability at 0.735, 0.701 and 0.706 for cost management, Not-for-profit Mission and Stakeholder Involvement, respectively, when compared to the recommended 0.7 threshold. Additionally, the combined alpha score was 0.713, thus, indicating that all the research data was reliable.

Table 1: Reliability test results

| Scale | Cronbach's Alpha | Number indicators | Comments |
|-------------------------|------------------|-------------------|-------------------|
| Cost Management | 0.735 | 4 | Acceptable |
| Not-for-profit Mission | 0.701 | 4 | Acceptable |
| Political Factors | 0.774 | 4 | Acceptable |
| Stakeholder Involvement | 0.706 | 4 | Acceptable |
| Combined | 0.713 | 16 | Acceptable |

Table 2 below shows the multi-factor Pearson correlation matrix. According to the table, a number of observations can be made. Correlation values for all the independent variables relative to the dependent variable have a strong positive or in the case of not-for-profit mission, negative correlation which is acceptable in accordance with Hauke and Kossowki (2011). There exists a strong positive correlation of R = 0.765 between cost management and project sustainability. There also exist a strong negative correlation of R = -0.694 between not-for-profit mission and project sustainability. There exists a moderate positive correlation of R = 0.549 between stakeholder involvement and project sustainability. Further, there exist a strong positive correlation of R = 0.661 between political factors and project sustainability.

Table 2: Pearson Correlation Matrix

| | | Cost Management | Not-For-Profit Mission | Stakeholder Participation | Political Factors | Project Sustainability |
|---------------------------|---------------------|-----------------|------------------------|---------------------------|-------------------|------------------------|
| Cost Management | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| Not-For-Profit Mission | Pearson Correlation | -.734* | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| Stakeholder Participation | Pearson Correlation | .651* | -.060* | 1 | | |
| | Sig. (2-tailed) | .045 | .024 | | | |
| Political Factors | Pearson Correlation | .582* | .814* | -.041* | 1 | |
| | Sig. (2-tailed) | .049 | .042 | .013 | | |
| Project Sustainability | Pearson Correlation | .765* | -.694* | .594* | .661* | 1 |
| | Sig. (2-tailed) | .014 | .026 | .000 | .031 | |

*. Correlation is significant at the 0.05 level (2-tailed).

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Table 3 below illustrates the regression statistics of the study variables. According to the table, the R Square value for all the variables was 0.785 which indicates that the model can explain 78.5% of the total variation in project sustainability which can be attributed to unit change in the four independent variables. This is in tandem with Pallant (2001) who found that the appropriate R Square value for a regression model should be 0.7.

Table 3: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .967 ^a | .869 | .785 | .58093 |

a. Predictors: (Constant), Political Factors, Stakeholder Participation, Cost Management, Not-For-Profit Mission

Table 4 below shows the ANOVA results for the variables of the study. According to the table, the ANOVA F-test score, calculated value F_{cal} at 0.05 level of significance is equivalent to 7.100 which is greater than the F critical value (F_{crit}) of 2.45 indicating that there is a significant relationship between all the independent variables and the dependent variable of project sustainability; while the p-value of 0.000 is less than 0.05 indicating that there exist a statistically significant relationship between all the independent variables and project sustainability. This shows the goodness of fit of the model.

Table 4: ANOVA STATISTICS

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 9.585 | 4 | 2.396 | 7.100 | .000 ^b |
| | Residual | 30.373 | 120 | .337 | | |
| | Total | 39.958 | 124 | | | |

a. Dependent Variable: Project Sustainability

b. Predictors: (Constant), Political Factors, Stakeholder Participation, Cost Management, Not-For-Profit Mission

Table 5 shows the beta coefficients of the multiple regression model of the study. The values of the constant and coefficients enabled the generation of the multiple regression model as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

$$Y = 0.430 + 0.629X_1 + 0.529X_2 - 0.291X_3 + 0.185X_4 + 1.664$$

According to the equation, a unit increase in cost management will lead to a 0.529 increase in project sustainability when all other independent variables are held constant. A unit increase in not-for-profit mission will lead to a -0.291 decrease in project sustainability when all other independent variables are held constant. A unit increase in stakeholder Participation will lead to a 0.629 increase in project sustainability when all other independent variables are held constant. Finally, a unit increase in political factors will lead to a 0.185 increase in project sustainability when all other independent variables are held constant. It is apparent from the above that Stakeholder involvement contributes significantly (.629) to project sustainability given that it has positive Beta coefficient and a P value (.000) below the 0.05 level of significance. Not-for-Profit Mission has a statistically significant (-.291) negative influence on Project sustainability as shown in Table 5 below (p=.034).

Table 5: Beta Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .430 | 1.664 | | -.018 | .986 |
| Cost Management | .529 | .318 | .164 | 1.665 | .099 |
| Not-For-Profit Mission | -.291 | .135 | -.213 | -2.157 | .034 |
| Stakeholder Participation | .629 | .173 | .335 | 3.632 | .000 |
| Political Factors | .185 | .107 | .161 | 1.729 | .087 |

a. Dependent Variable: Project Sustainability

IV. DISCUSSIONS

The primary objective of the study was to determine the factors that influence NGO project sustainability. The attainment of this objective involved a decomposition of this objective into four specific objectives based on four factors, namely: to determine the influence of cost management on NGO project sustainability; to determine the influence of not-for-profit mission on NGO project sustainability; to determine the influence of political factors on NGO project sustainability; and to determine the influence of stakeholder involvement on NGO project sustainability. The study utilised a descriptive research design where a survey was conducted to collect data through close-ended structured and semi-structured questionnaires from a target population of 240 employees at Kwetu Home of Peace, Railway Children, Oxfam and Concern Worldwide, Amref Health Africa and Care Kenya, and a sample size of 150 whose response rate was 83%. This data was then analysed quantitatively using SPSS version 20. Accordingly, the study found a strong positive correlation between three of the independent variables and the dependent variables as follows: all the Pearson Correlation Coefficients for cost management, political factors and stakeholder involvement were above the threshold of 0.5 while that of not-for-profit mission was negative. The R Square value was 0.785 indicating that the regression model can explain up to 78.5% of the variation in the dependent variable. The calculated F ratio (F_{cal}) was greater than the tabulated F critical value (F_{crit}) indicating a significant relationship between all the independent variables and the dependent variable. The p-value was less than 0.05 indicating that there was a statistically significant relationship between all the independent variables and the dependent variable. The study sought to find out the influence of cost management on NGO project sustainability at five NGOs including Kwetu Home of Peace, Railway Children, Oxfam and Concern Worldwide, Amref Health Africa and Care Kenya. According to the results of the findings, the NGOs were hampered by the funding constraints. This suggests that funding constraints are a common issue across all NGOs in Kenya.

The study also found that the NGOs had incorporated adequate internal controls as a means of cost management so as to aid in attaining project sustainability. This indicates that internal controls have been properly established across the NGOs. Additionally, according to the study, the NGOs had been hampered by inadequate competencies. This suggests that the NGOs in Kenya experience constraints in terms of their resources. The study discovered that the NGOs had incorporated adequate budgetary controls as a means of cost management so as to enable the attainment of project sustainability. This also indicates that NGOs in Kenya have prioritized budgetary control in their operations. According to the study results, the NGOs had been hampered by a lack of understanding of commercial channels of revenue generation. This suggests that all the NGOs experienced difficulties with the determination of alternative commercial means of generating revenue. The study also found that the not-for-profit mission had led to capacity constraints at the organisations. This indicates that the not-for-profit mission of the NGOs has hampered their operational capacity. The study found that the NGOs had been hampered by a fixed mission mandate in their attempts of attaining sustainability. This suggests that the organisations are compelled to stick by their mission mandate which, in turn, prevents from attaining project sustainability. Lastly, the study found that the NGOs' recruitment process was hampered by altruistic motives. This indicates that these organisations depend predominantly on the services of individuals who are selfless and not driven by financial gain.

According to the study results, the NGOs had been hampered by government policies in their efforts of attaining project sustainability. This suggests that NGOs in Kenya face restrictive legislations that constrain their ability to attain project sustainability. Another finding of the study was that the NGOs had been hampered by an affiliation to foreign donors in their fight for project sustainability. This indicates that these NGOs have suffered from the perception that they are connected to foreign donors whose interests may differ with those of the Government. The study also found that NGOs have been compelled to tone down its advocacy initiatives in conformity with government restrictions. This suggests that NGOs in Kenya are forced to revise their advocacy campaigns to reflect the pressure from the Government. Finally, the study found that the organisations had been hampered by oppressive political temperatures. This suggests that the political climate of Kenya has a huge bearing on the operations of NGOs. The study found that the NGOs had been hampered by the competing interests of stakeholders in their push for project sustainability. This indicates that the operations of NGOs in Kenya are restricted by the need to make the various stakeholders happy. The study also found that the NGOs had been compelled to prioritise donors as primary stakeholders. This suggests that donors are the most important stakeholders for NGOs in Kenya. The study then found that the organisations had incorporated proper stakeholder involvement structures. This indicates that NGOs IN Kenya have prioritised the establishment of proper stakeholder involvement structures.

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Finally, the study found that the organisations had been hampered by democratic accountability to various stakeholders. This suggests that NGOs in Kenya are accountable to many stakeholders.

V. CONCLUSIONS

The following conclusions can be made regarding the influence of the four independent variables on the dependent variable of the study. Stakeholder Participation was found to be a strong determinant of project sustainability in NGOs in Kenya; followed by Cost Management, Not-For-Profit Mission and Political factors, respectively. However, the only factor that had a negative correlation with project sustainability was the not-for-profit mission, and this was also borne out by the other statistical indicators. This shows that the higher the not-for-profit mission in NGOs in Kenya, the less they can attain project sustainability. The most significant indicators of cost management in NGOs in Kenya are funding constraints; resource constraints; the incorporation of adequate internal controls; and the incorporation of adequate budgetary controls. This indicates that for NGOs to Kenya to ensure effective cost management they should overcome funding and resource constraints, while maintaining appropriate internal and budgetary controls. The not-for-profit mission of NGOs in Kenya is most evident in the lack of understanding of commercial channels of revenue generation; capacity constraints; a fixed mission mandate; and the need to recruit volunteers. This is reflective of the fact that for NGOs in Kenya to mitigate their not-for-profit mission, they should improve their understanding of commercial channels of revenue generation; they should enhance their internal capacities; they should have more flexible mandates; and they should be able to recruit more qualified professionals.

The most critical political factors that influence the project sustainability of NGOs in Kenya are government policies; oppressive political temperatures; a need to align with the Government agenda; and an association with foreign donors. This indicates that NGOs in Kenya should comply with Government policies; avoid drawing attention to themselves during politically charged situations; cooperate with the Government in its agenda; and limit their affiliation with donors who are considered hostile to the Government. The most critical indicators of stakeholder involvement in NGOs in Kenya are competing interests of stakeholders; the need to account to various stakeholders; the prioritisation of donors as primary stakeholders; and the establishment of proper stakeholder involvement structures. This suggests that NGOs in Kenya must ensure that they make provisions for each and every stakeholder; comply with the accountability requirements of various stakeholders; put donors first in their priority list; and establish proper stakeholder involvement structures.

VI. RECOMMENDATION AND SUGGESTIONS

The study makes a number of recommendations as a result of the conclusions in the previous section. The study recommended that NGOs in Kenya need to invest more efforts in establishing the proper cost management practices in their organisations in order to ensure that they are able to improve their ability to remain sustainable. The study recommends that representatives of NGOs should endeavour to lobby the Government to create an enabling political environment for the operations of NGOs since this has a strong bearing on the attainment of project sustainability. The study recommends that NGOs should ensure that they prioritise the development of stakeholder involvement mechanisms so that they can engage with all critical stakeholders including community members, representatives of the Government, other NGOs, donors. This can be facilitated by the continued attendance of established forums such as the ones established for NGOs on various key issues; established of linkages with Governmental agencies to help highlight the priorities for NGOs; the establishment of regular community awareness forums; just to mention a few.

The study also recommends that NGOs in Kenya should try to mitigate the impact of the not-for-profit mission by developing alternative commercial sources of revenue generation. This can be done through benchmarking with other NGOs who have managed to succeed such as the Kenya Red Cross Society. They can start out by investing in small ventures and gradually building them up. However, it would be advantageous to distinguish such commercial entities from the NGOs themselves so that they do not tarnish their image. The study has established a lot of congruence with previous empirical studies on the variables of the study. However, there are still a number of areas where more research can be done. Firstly, more local authors need to pursue research on NGO sustainability in Kenya to boost the existing body of knowledge on the same since the majority of work has been focused on the sustainability of other forms of organisations such as corporates and SMEs. Secondly, not enough work has been done on the organisational indicators of

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project sustainability in Kenya. This should, therefore, be prioritised by future researchers. Thirdly, more research needs to be done on project sustainability in general in Kenya rather than on the specific aspects of sustainability such as financial, environment and social sustainability.

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