FACTORS INFLUENCING PROGRAMME SUSTAINABILITY OF ORGANIZATIONS FOR PERSONS WITH DISABILITY IN KENYA: A CASE OF KENYA SOCIETY FOR THE BLIND

BY

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DECLARATION

This research Project is my original work which has not been presented to any university or other institution of higher learning in Kenya for the award of any degree.

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Reg. No: L50/75953/2014

This research project has been submitted for examination subject to my approval as the University supervisor.

Signed: __________________________ Date ___________________

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DEDICATION

I dedicate this research project to my wife Ruth and our children Daniel and Lydia and friends for their invaluable support.
ACKNOWLEDGEMENT

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To you all I say Thank you and God Bless.
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<th>ACRONYMS AND ABBREVIATIONS</th>
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<tr>
<td><strong>CDF</strong>- Constituency Development Fund</td>
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<td><strong>KIEP</strong> - Kenya Integrated Education Programme</td>
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<td><strong>KOP</strong> - Kenya Ophthalmic Programme</td>
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<td><strong>KSB</strong>- Kenya Society for the Blind</td>
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<tr>
<td><strong>NGO</strong>- Non Governmental Organization</td>
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<td><strong>SPSS</strong>- Statistical Package for Social Sciences</td>
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Projects are deemed to be sustainable if they can be able to effectively meet set needs by benefiting population without placing any threats on the ability of future generations to meet their needs from the same projects. Project sustainability is a key predicament since most organizational projects stall after a short duration of time. Most implemented organizational projects require huge amounts of money in order to ensure the attainment of project goals however, funding difficulties for instance when external funding ceases leads to sustainability challenges. The purpose of this study was to examine the factors that influences programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind. The researcher used descriptive research design in the attempts to describe the relationship between the various identified factors and project sustainability. The target population was all the employees of Kenya Society for the Blind involved in project implementation as well as community members who have previously benefited from the society. The study consequently used a sample size of 20% from every employee sub-category involved in project implementation. The researcher used primary data collected via the use of structured questionnaires. The researcher also collected qualitative data from the field via the usage of interview guides. Data collected from the questionnaires were edited for completeness, coded and then entered into SPSS program for subsequent analysis. The results of analysis were presented in the form of tables and figures besides the computed means, percentages and frequencies so as to enhance the understanding of the research findings. The study found out that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability, community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability, monitoring and evaluation affects programme sustainability at the Kenya Society for the Blind and the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed. The study concluded that project managers with good management skills are regarded as good leaders, internal accountability of invested resources translates to the realization of planned activities, monitoring assesses progress and project objectivity if current project phase is on course leading to the detection of deviation from set plan and rectification, community participation has a great positive effect on programme sustainability and incorporation of sustainable thinking in community development. The study recommends that organizations for persons with disabilities should select project managers with good management skills, regularly evaluate the efficiency of their project teams in the utilization of resources and should continuously and regularly ensure sustainability of their programmes and this call for incorporation of sustainable thinking in community development projects.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Project sustainability is the ability of adopted projects to maintain their intended operations, services and benefits during the anticipated project life cycle (Langran 2002). Therefore, project sustainability focuses towards the creation projects that are capable of continuously generating benefits even after external donor inputs have been withheld (United Nations, 2002). Efforts to ensure that projects are sustainable ought to be integrated right from the onset at project design (Sneddon, 2000). Project sustainability can be divided into various dimensions for instance institutional stability, the continued inflows of benefits, equitable sharing of benefits, active community input, continued maintenance and evaluation of the project structure. According to Panda (2007), once donor funding including support structures are withdrawn from community projects, these projects are observed to stall due to the lack of adequate funds, absence of communal support and lack of technical know-how needed to run the engaged projects.

The adopted financing process that entails raising and maintaining sufficient funds needed to steer the project has a critical importance on project sustainability. Insufficient financing problems lead to high risks of project failure thus affecting their potential to continue for the foreseeable future (Auya&Oino, 2013). The sustainability of projects is crucial since it determines the ability of projects to continue providing various benefits to identified target groups. Projects are started by organizations to provide immense benefits to the community but sustainability becomes a key hindrance to full objectives realization due to various underlying factors. Careful project design and implementation is imperative to determine the ability of projects to remain for the foreseeable future (Auya&Oino, 2013).

Non-Governmental Organizations (NGOs) are groups of firms’ for instance private voluntary organizations and not for profit organizations that are primarily set for the achievement of humanitarian objectives that are in the public interest agenda (Werker&Ahmed, 2008). These organizations play key role in the societies with which they operate
(Nikkah & Redzuan, 2010). In the developing countries, these not for profit organizations undertake community development that are oriented towards the promotion of the interests of the poor people, pursue activities meant to relieve suffering, ensure the provision of easy access to social services and lastly advocate for the protection of mother nature. They therefore play a key role towards ensuring social and sustainable community development (Young & Dhanda, 2012).

These organizations have been termed as viable agents to fill the development gaps that are left by governments (Kong, Salzmann, Steger, & Ionescu-Somers, 2002). This is due to the fact that these organizations operate at the grassroots level and are in direct contact with local people hence are able to address urgent needs ignored by governments. According to International Institute for Sustainable Development (2013), NGO`s have been known to mobilize the poor especially at the community level since they are able to effectively empower marginalized communities by encouraging people to take charge of their lives.

Best practices over time have led to the continued sustainability of development projects which are funded by Non-Governmental Organizations (Khwaja, 2003). In essence, project sustainability can be enhanced through empowerment of the benefiting community, involvement of beneficiaries especially in project identification and subsequent design and advocating for the reliance of resources that are locally available to funding organizations. Projects that are self-sustaining are able to serve community needs for long durations of time since the adopted project investments will be economically and socially viable. This study intends to link various identified factors to project sustainability by attempting to draw conclusions on project sustainability based on the extent that the identified factors exert influence on sustainability.

Lack of community participation in projects during their implementation, poor leadership and governance influences the degree of sustainability of such projects (Mulwa, 2013). The lack of proper budgeting techniques further worsens projects continuity expectations since unexpected cash shortages in the immediate short term derail further project developments. For projects to be sustainable, bottom-up planning that ensures adequate
determination of priorities ought to be used in project design and implementation. The engagement of plans that would utilize both external and internal sources of funding promotes projects survival since the organization can be able to continue even after external funding ceases.

The Kenya Society for the Blind is a charitable organization established in 1956 by an Act of Parliament so as to promote the education welfare, employment and training of the blind and also to assist in efforts geared towards the prevention and alleviation of blindness; assist the national government, organizations, any institution, societies or persons in all matters that relate to blindness; assist in awakening public interest towards blind people’s welfare and to advise on all matters connected with the blind. KSB works in partnership with the Ministry of Education and other development partners as the implementing body of the Kenya Integrated Education Programme (KIEP). This programme is currently being implemented in 22 counties with coverage of 90 districts and 541 schools with a total of 2,500 children who have visual impairment. The programme sponsors learners with visual impairment by assisting them with assistive devices for instance white canes, Braille Machines and papers, scientific calculators’ and pep kits. It also supports training of Braille teachers and also facilitates coordination among the various works carried out in all the 22 counties (Kenya Society for the Blind, 2015).

The society works together with the Kenya Ophthalmic Programme (KOP) that is established under the Ministry of Health. The programme is run in partnership with other stakeholders and is aimed at reducing the incidences of preventable blindness in Kenya. The programme achieves this by providing curative and preventive services concerning eye care services especially through the integration of primary eye care services into the current primary health care system in Kenya. Through these initiatives sponsored by the society, there has been improvement in the up-take of eye care services to the people. Delivery of optical services in all government hospitals is currently ongoing and subsequent productivity of eye care health workers is guaranteed. Kenya has 54 cataract surgeons, 61 ophthalmologists, 16 ophthalmic nurses, 48 ophthalmic clinical nurses against a population of above 40 million. This has been a big national challenge in
pursuance to the vision 2020 goal of elimination of avoidable blindness. In this regard, the society has embarked on various strategies to increase on its coverage so as to offer better eye care services to the needy. The society is driven by a vision; to be the champion for a society in which no-one is needlessly blind and the needs, rights and participation of the visually impaired are ensured. The mission is to enhance the prevention of blindness, increase access to services and equalization of opportunities for persons with visual impairment, through: enabling programmes, capacity building, networking, partnership and influencing change (Kenya Society for the Blind, 2015).

1.2 Statement of the Problem

Project sustainability is a key predicament since most organizational projects stall after a short duration of time. Most of these projects are started at a high note but end up losing momentum on the way leading to high cases of project failure as instituted by organizations. Most implemented organizational projects require huge amounts of money in order to ensure the attainment of project goals however, funding difficulties for instance when external funding ceases leads to sustainability challenges. Internal management also plays a key role towards ensuring project sustainability since they are involved in the steering of projects to attain set goals.

Various factors influence project sustainability for instance project funding, community participation, monitoring and evaluation and management capabilities. The presence of project managers with expertise, knowledge and also leadership traits have a significant influence on the sustainability of projects undertaken by organizations. Technical advice as exhibited by such leaders have a great bearing on the ability of projects to continue in operation since project teams can be able to dodge risks as they arise during project implementation.

Monitoring and evaluation techniques employed by project teams’ influence the ability of projects to remain in operation to a great extent. The early discovery of variances enables managers to take proper corrective actions thus safeguarding the projects against externalities. A thorough assessment needs to be carried out to help determine how these techniques influence project suitability and sustainability for the long run.
Previous studies have made attempts to establish the various factors that affect project sustainability by organizations. For instance, Tafara (2013) studied the various factors that have an influence on the sustainability of community based projects with a case of Mtito Andei, Kibwezi sub-county. In another study, Ochelle (2012) examined the factors that affect the sustainability of water projects in Mulala Division, Makueni County. Mwangi (2012) examined the factors that influence the sustainability of NGO funded community projects in Kenya with a case of Action Aid funded project in Makima location, Embu County. Kiboi (2013) examined the factors that influence the sustainability of tree planting programmes in primary schools in Kinangop constituency. These previous studies did not explicitly address the influence of project funding, community participation, monitoring and evaluation and management capabilities factors on project sustainability at the Kenya Society for the Blind. Again, these studies were done in the recent past hence the research findings cannot be reasonable expected to apply to the current situation at the Kenya Society for the Blind. None of the stated studies addressed factors that were relevant to their specific targeted organizations. This study therefore sought to examine the factors that influence programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind.

1.3 Purpose of the Study
The main purpose of the study was to examine the factors that influence Programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind.

1.3.1 Objectives of the Study
This study was guided by the following objectives. To:

i. Establish the influence of management capabilities on programme sustainability of organizations for persons with disability in Kenya.

ii. Determine the influence of internal resource availability on programme sustainability of organizations for persons with disability in Kenya.
iii. Determine the influence of community participation on programme sustainability of organizations for persons with disability in Kenya.

iv. Establish the influence of monitoring and evaluation on programme sustainability of organizations for persons with disability in Kenya.

1.3.2 Research Questions

i. How do management capabilities influence programme sustainability of organizations for persons with disability in Kenya?

ii. What is the influence of internal resource availability on programme sustainability of organizations for persons with disability in Kenya?

iii. How do community participation influence programme sustainability of organizations for persons with disability in Kenya?

iv. What is the influence of monitoring and evaluation on programme sustainability of organizations for persons with disability in Kenya?

1.4 Significance of the study

This study would provide immense contributions to current literature with regards to determining future research gaps concerning the factors that influences project sustainability by future researchers, academicians and scholars.

The study would aid policy makers concerning the nature of operations of non-governmental organizations in the Government thus enable proper policy formulation regarding such organizations in the near future.

The research findings would be of great importance to project managers since they would be furnished with imperative information that would aid them to understand the various causes of project failure that leads to non-sustainability of engaged organizational projects.

1.5 Limitations of the Study

This researcher foresaw various limitations for instance the fear by respondents to provide study information. In this regard the researcher assured all respondents that the
information gathered would be used for academic purposes only. The researcher also obtained an introduction letter from the University so as to introduce himself to the respondents.

It was also difficult to access data because some respondents failed to give adequate information. However, the researcher assured them that the information was confidential and would be used only for academic purpose.

The researcher was faced with data collection challenges owing to the nature of operations of the target respondents. The researcher distributed the research instruments and then picked later this gave the respondents enough time to fill in important details.

1.6 Delimitation of the Study
The target respondents withhold pertinent information for the study fearing that the information requested would compromise confidentiality. The researchers addressed this by ensuring confidentiality of the information and guarantee the management that the information would be shared with them for benchmarking and for making necessary improvements. The study also acknowledged that not all information sought for this research was in the public domain and to overcome this challenge the researcher sought permission to access the organizations’ documentation which captures the required information.

1.7 Scope of the Study
The scope of this study was to examine the factors that influence project sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind. The study targeted project implementation employees at Kenya Society for the Blind based at the headquarters in Nairobi, Kenya. The study specifically targeted project management teams and various identified community members who have benefited from the society. The targeted employees were further categorized into project managers, project accountants, supervisors and project progress evaluation teams. This ensured that the quality of collected data was adequate to aid in analysis. The researcher was carried out in the month of January 2016.
1.8 Assumptions of the Study

The researcher assumed that the data collection instruments would be reliable therefore ensuring the collection of quality research data. The researcher also assumed that the instruments for data collection were valid hence ensuring that indeed they collect relevant data to the study objectives.

The researcher also assumed that the respondents were truthful and hence provided accurate and reliable information that was used for analysis. It was expected that all targeted respondents would participate in the study without fear that the information they provide may be used against them in any way.

The researcher also assumed that the provided time for the research would be adequate hence ensured that all research data were collected in due time without any delay.

1.9 Definitions of Significant Terms

**Charitable** entails the actions that are done without the expectation of anything in return, that are to help unconditionally the needy.

**Monitor** The collection of data by various methods for the purpose of understanding natural systems and features, evaluating the impacts of development proposals on such systems, and assessing the performance of mitigation measures.

**Organization** is a social unit of people structured to meet certain collective goals. It has a management structure that sets up the desired relationships between the different members.

**Project** A project is a temporary endeavour with a starting date, specific goals and conditions, defined responsibilities, a budget, a planning, a fixed end date and multiple parties involved.

**Questionnaires** These are lists of research questions that are asked by researchers to respondents so to extract specific study information.
**Resources**  Something that can be used to solve a problem and meet human needs and wants.

**Sustainability** is defined as a measure of an organization’s ability to fulfil its mission and serve its stakeholders over time; and also the continuation of activities and the benefits achieved during a project after donor funding ends.

1.10 **Organization of the Study**

Chapter one covered the introduction where it introduced the concept and the context of the study. It also presented the statement of the problem, purpose of the study, research objectives and questions. It also contains the significance of the study, scope, delimitations and definition of key terms. The next chapter is on literature review. The third chapter covered research methodology while chapter four covered data analysis and interpretations; Chapter five covered summary, conclusions and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the various theories, concepts and studies that exist on the factors that influence Programme sustainability. The review was based on the research objectives and questions.

2.2 Management Capabilities and the Sustainability of Programmes

Dillard, Dujon & King (2008) deduced that effective project management is imperative to building a rewarding relationship among project group members and the community at large. In essence, project’s failure or success is entirely dependent on the managerial performance of the project team. The contributions of the top management have a greater influence on project success or failure. Ostrom (2010) further added that sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding. Project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent. The influence that project managers have on their immediate juniors is imperative to determine project success. Sound working relationship between leaders and juniors ensures adequate communication hence proper information flow that serves to sustain projects for the foreseeable future. Project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability (Ostrom, 2010).

Kiboi (2013) studied the factors that influence the sustainability of tree planting programmes in Kinangop constituency. The study used a sample size of 70 school community members, purposive sampling method was used to select this sample and research data was collected via the use of questionnaires. The findings revealed the training of project teams had an influence on the sustainability of tree programmes in the Constituency. Sound financial administration practices by the various project teams significantly influences tree nursery programmes sustainability. Baumgartner (2010)
poised that sustainability of projects are acquired if there is a management system that is capable of sufficiently mobilizing resources. These resources include technology, manpower, finances, raw materials and information.

Kupeka (2013) studied the factors that affected the sustainability of housing projects in Kenya. The study adopted a cross sectional descriptive research survey whereby descriptive analysis was incorporated to analyse collected primary data. The study also used thematic content analysis to analyze collected qualitative data. Pearson correlation tests were computed to determine the linear relationship between the identified factors and the sustainability housing projects. The research findings revealed that that manpower training and technological skills by management affected sustainability.

2.3 Internal resources availability and the Sustainability of Programmes

Well planned projects that utilize internally available resources are more sustainable since there is consistency in resource availability and mobilization (Lewis, 2004). Projects that are maintained through the utilization of internally generated resources are more stable compared to those that rely on externally funding. In essence, projects that rely heavily on external resources to enhance continuity are more shaky (Dill, 2010). The availability of cheap resources that are in constant supply enhances project success due to absence of funding disruptions that stall projects by most community based organizations. The running of projects at minimal economic cost further helps to attain overall long term sustainability. Utilization of locally available Man-power and technological know-how ensures optimal project growth. Projects that are run using seasonal resources face a higher risk of seasonality and failure. Ochelle (2012) concluded that various sources of project financing for instance from governments, other non-governmental organizations or well-wishers contributions have a significant influence on project sustainability.

The systemic collection of project data assists project teams to improve on current practices since external and internal accountability of invested resources are enhanced. This translates to the realization of planned activities hence positively influencing sustainability for the foreseeable future (Bebbington, Unerman & Dwyer, 2014).
Monitoring activities therefore assess progress by providing a platform whereby adverse eventualities are corrected to ensure the attainment of desired output. Evaluation systematically focuses on project objectivity since it assesses current project phase to determine if everything is on course (Dill, 2010). This therefore leads to the detection of deviation from set plan at the earliest possible time hence allowing enough time for rectification. The early correction of externalities serve to improve on chances of projects sustainability since threats and risks are identified and corrective actions taken there on (Valadez & Bamberger, 1994).

Evaluation assess the efficiency of the current project team in the utilization of resources, effectiveness in terms of project operations and impacts realized from the project currently. This therefore allows project managers to analyze expected sustainability levels of the project (Kim, Yang & Suh, 2013). During evaluation, the opinion and suggestions of key stakeholders are considered in attempts to ensure projects success (Kumaraswamy & Anvuur, 2008). The involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability (Lipman, 2004). Redirection ensures project sustainability as advocated for in monitoring and evaluation. Kupeka (2013) studied the factors that affected the sustainability of housing projects in Kenya. The study adopted a cross sectional descriptive research survey whereby descriptive analysis was incorporated to analyse collected primary data. The study also used thematic content analysis to analyze collected qualitative data. Pearson correlation tests were computed to determine the linear relationship between the identified factors and the sustainability housing projects. The research findings revealed that the provision of adequate internal resources had an effect on the sustainability of housing projects.

### 2.4 Community Participation and the Sustainability of programmes

There are various factors that influence programme sustainability by organizations. Community involvement in project implementation accrues benefits to the intended projects since all stakeholders would be willing to mobilize resources thus ensuring project continuity that in turn leads to sustainability (Panda, 2007). Munene (2014) revealed that community participation especially at projects identification and design
enables sustainability of projects by organizations. Tafara (2013) established that the involvement of a majority of community members leads to sustainable water projects implementation. The study concluded that low level of stakeholders` participation in water projects affects water projects sustainability. According to Admassu et.al, (2002), communities` involvement ensures sustainability of communal water projects supply systems especially in rural areas. Sustainability of projects is therefore attained if communities own and manage these projects besides project managers.

Nikkhah and Redzuan (2009) deduced that community participation whereby people are directly involved in communal projects that affects their lives enables them to take control of project decisions since it has an effect on their lives. They concluded that community participation would enable projects achieve sustainable development due to support and unity of purpose from the immediate community. Admassu et al. (2002), further added that community participation in the development of projects ensures that people are involved and readily participate hence shun poor performance of community development projects when desired results are not achieved. This level of awareness puts the project managers at a thin thread to perform since there is evaluation from community members; this in turn leads to better project teams` performance that in turn leads to superior project productivity and consequent sustainability.

Rifkin (1986) opine that community participation enhances empowerment thus providing people with opportunities since they are actively involved in project decision making thus making involved projects more sustainable since they are more aware of desired goals thus actively aid managers to steer projects to success. Community intervention through organized and planned methodologies whereby all stakeholders collaborate on a range of issues concerning the project enables projects to achieve set objectives thus ensuring their sustainability since continuity is assured as a result of short term goals achievement (Shediac-Rizkallah& Bone 1998). Community participation in project design and implementation by community based organizations creates a sense of ownership. This in turn enables project members to use their strengths and skills hence leading to an increment in social interactions that serve to create partnerships with all stakeholders hence leading to projects sustainability assurance. Community participation improves
projects outcomes by removing any arising conflicts hence increasing acceptance by the society. This is beneficial since projects are able to achieve greater sustainability due to unity of purpose (Admassu et al., 2002).

2.5 Monitoring and Evaluation and the Sustainability of Programmes

Several studies have been conducted on monitoring and evaluation and sustainability of programs. Were (2014) studied the factors that influences the sustainability of CDF funded projects in public primary schools in Kwanza division. The researcher adopted a descriptive research design. Questionnaires, interview guide and observational methods were used to collect study data. The validity of research instruments was ascertained through the sharing of information contained with lecturers so as to ascertain whether the questions were indeed relevant. The study established that monitoring and evaluation of projects through regular checking of project expenditure ensured physical progress thus sustainability for the long run.

Ochelle (2012) studied the factors that influence the sustainability of water projects that are community based in Makueni County. The researcher used a descriptive survey design whereby a sample of sixty respondents was used. The sample entailed executive members, management committees and two management staff of two NGO’s. The research findings revealed that project financing, community participation and training and project management practices have a great influence on the sustainability of community based projects. Further, transparency and accountability by the committee members involved in the management of water resources was observed to be a key factor that influences projects sustainability. The various sources of project financing have a great influence on the sustainability of community projects.

Onyango (2010) studied the factors that affect the implementation of projects in primary schools in Kisumu. The research findings revealed that the mismanagement of funds was the key causative agent of project failure. Lipman (2004) opine that sound project management skills ensures that engaged resources by projects continue to fund projects thus guaranteeing project sustainability even in the face of donor withdrawals. Project managers with good management skills enable projects to be steered towards prosperity
owing to the reason that productivity and sustainability are given priority no matter what. The type of influence that these leaders portray to their immediate juniors have a significant influence on project sustainability since their actions serve to either motivate or de-motivate project implementation staff. Successful project implementation is dependent on project managers’ ability to use informal procedures, agreements, relationships and communication channels to aid in project implementation. In essence, scenes that happen behind the public domain for instance manoeuvres determine to a small extent if things would work or not work (Lipman, 2004).

Projects that are built on local management structures have better chances of survival since the leaders are more aware of the problems at hand thus enhancing sustainability. The existence of competent managerial leaders’ guides projects teams to achieve sustainable outcomes (Muriuki, 2013). The proper leadership of donor supported projects through reasonable funding design that permit flexibility in implementation ensures that projects do not stall even after donor funding stops flowing in the projects. Project managers ought to be able to quickly respond to the changing priorities and needs. This would ensure that projects remain relevant for the long run. The adoption of sound financial and administrative management techniques that are not burdensome ensures project success (Bebbington, Unerman & Dwyer, 2014).

Kupeka (2013) studied the factors that affected the sustainability of housing projects in Kenya. The study adopted a cross sectional descriptive research survey whereby descriptive analysis was incorporated to analyse collected primary data. The study also used thematic content analysis to analyse collected qualitative data. Pearson correlation tests were computed to determine the linear relationship between the identified factors and the sustainability housing projects. The research findings revealed that the adoption of sustainable development structures, knowledge sharing, public awareness, proper and adequate user needs assessment had influenced housing projects sustainability to a great extent. The inclusive participation during identification, monitoring and controlling and during execution had an influence on sustainability of housing projects. It was also revealed that manpower training and technological skills affected sustainability. The
study concluded that the provision of adequate resources and all stakeholders’ participation during planning had an effect on the sustainability of housing projects.

### 2.6 Programme Sustainability

Jones (1993) opine that a project is deemed to be sustainable if it can be able to effectively meet set needs by benefiting population without placing any threat on the ability of future generations to meet their needs from the same projects. Previously, the sustainability of projects was assessed via analyzing the projects ability to maintain healthy financial records immediately after initial financial support was stopped. A project to be sustainable if short term outputs were indeed highly appreciated by all stakeholders to the extent that these stakeholders would be willing to commit their resources to ensure the continued maintenance of projects in order to ascertain that outputs would be realized from the projects for the long term. Project sustainability serves to ensure that accrued benefits are continuously felt for long periods of time to reasonably justify the social and economic inputs employed into such projects (Hayward & Neuberger, 2010).

Baumgartner (2010) poised that sustainability of projects are acquired if there is a management system that is capable of sufficiently mobilizing resources. These resources include technology, manpower, finances, raw materials and information (Ebner & Baumgartner, 2010). According to Silvius & Schipper (2010), project sustainability can be accessed via the analysis of three key indicators including; systemic indicators, project benefits and social development indicators. It is then from these indicators, that is possible to establish the different factors that affect project sustainability. If sustainability is to be achieved, project teams ought to pay special attention to these three indicators especially during the planning phase of intended projects. Available technology, project process, organizational structure and culture have an influence in the degree of sustainability of projects (Ebner & Baumgartner, 2010). Projects that are designed by paying consideration to already available inputs are more likely to be sustainable in the near future since they are more likely to be stable. Benefit indicators depict the failure or ability of projects to deliver desired results to target beneficiaries. The degree with which
projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability if results are positive (Panda, 2007).

When local stakeholders appreciate community involvement in project implementation, benefits would accrue to the intended projects since all stakeholders would be willing to mobilize resources ensure project continuity that in turn leads to sustainability (Panda, 2007). Social development indicators can be analyzed from two perspectives mainly from project financing and community participation perspective. The engagement of community participation ensures that project beneficiaries are readily involved in needs identification and the consequent design of solutions to those identified needs. Lambin (2005) deduced that social sustainability entails the promotion of the wellbeing of community members. Community projects ought to be channels that enhance the promotion of sustainable change among communities. Therefore, the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed.

Sustainability of community based organizations is influenced by various political and socio-economic factors eminent in developing countries. Additionally, the current employed monitoring and evaluation strategies have influence on project sustainability since they are aimed at correcting adverse results right from the onset (Lambin, 2005). Efficient project management contributes to programme sustainability of organizations especially through optimisation of health. The adoption of proper project management techniques plays a vital role in sustainability of such related projects (Pretty, 1995). In essence, poor leadership, inadequate management skills and lack of top management support leads to poor projects sustainability.

Mulwa (2013) opine that the lack of community participation in projects during their implementation, poor leadership and governance influences the degree of sustainability of such projects. The lack of proper budgeting techniques further worsens projects continuity expectations since unexpected cash shortages in the immediate short term derail further project developments. For projects to be sustainable, bottom-up planning
that ensures adequate determination of priorities ought to be used in project design and implementation. The engagement of plans that would utilize both external and internal sources of funding promotes projects survival since the organization can be able to continue even after external funding ceases (Mulwa, 2013). The adopted financing process that entails raising and maintaining sufficient funds needed to steer project has a critical importance on project sustainability. Insufficient financing problems lead to high risks of project failure thus affecting their potential to continue for the foreseeable future (Auya & Oino, 2013).

2.7 Theoretical Framework

This study is anchored on the organization theory developed in the early 1930’s through the works of classical economist Fayol (1925). The fundamental tenets of the classical organization theory states that organizations exist in order to accomplish various economic goals, there is a single way whereby organizations can optimize production, and that the way is only identified through systematic and scientific inquiry. Additionally, the theory posits that production can be maximized via the adoption of specialization and the division of labour. The theory further suggests that organizations and people act rationally in accordance with certain economic principles. Strengths exhibited in the theory include; narrow focus placed on the improvement of production related economic goal; the utilization of systematic and scientific inquiry; advocated for the division of labour and lastly the theory made great strides to address organizational functions especially where few resources existed (Ott, Shafritz & Jang, 2011). The theory was however not without criticism; it promoted and favoured capital intensive economies; the theory was largely derived from an intellectual point of view rather than empirically and that it did not take into consideration large-scale changes suffered by business environment (Ott, Shafritz & Jang, 2011). This study therefore strove to show how various identified labour management techniques and adoption of production guidelines influence organisational performance with specific bias to programme sustainability.

The study examined the factors that influence programme sustainability of organizations for persons with disability in Kenya. These factors include management capabilities, internal resource availability, community participation and monitoring and evaluation
which are the independent variables. Moderating variables are those factors that may facilitate/hinder smooth realization of the dependent variable in this study it is technology, economy, motivation and structure.

The dependent variables of study are the deliverables that measure successful programme sustainability. Such variables include: project continuity, achievement of project objectives, Budget Allocation and member enrolment.

2.8 Conceptual Framework

![Figure 1: Conceptual Framework]


2.9 Summary and Research Gaps

In this chapter, the researcher discussed the various factors that influence the sustainability of projects by organizations. The chapter explained in detail how funding, internal resource availability, community participation, monitoring and evaluation as well as management capabilities influences project sustainability. Various theories with regards to organizations and resources were also discussed in this chapter. Work done by previous researchers with regards to project sustainability was also highlighted by this chapter. The researcher also drew the conceptual framework to show the relationship between the various identified factors and project sustainability.

Kupeka (2013) studied the factors that affected the sustainability of housing projects in Kenya. Ochelle (2012) studied the factors that influence the sustainability of water projects that are community based in Makueni County. Were (2014) studied the factors that influences the sustainability of CDF funded projects in public primary schools in Kwanza division. Kiboi (2013) studied the factors that influence the sustainability of tree planting programmes in Kinangop constituency. Onyango (2010) studied the factors that affect the implementation of projects in primary schools in Kisumu.

The discussed studies were carried out by paying consideration to various kinds of projects for instance water, tree projects, CDF projects and schools projects. These studies were done from diverse backgrounds for instance in schools, they were therefore done in a very different setting from the one that this study intends to address. None of these previous studies touched on the various factors that affect project sustainability at the Kenya Society for the Blind. Therefore, this study sought to fill this gap by specifically focusing on the various issues that have hindered project sustainability at the Kenya Society for the Blind.

2.10 Conclusion

This chapter reviews literature on the research study with the first section exploring the factors that influence programme sustainability of organizations. The following section provided the theoretical framework. The chapter also explored the conceptual framework
showing the relationship between the dependent and the independent variables and identified the research gap that the study sought to fill.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, study target population and sampling procedure. The instruments of data collection were discussed thereafter, the chapter also discusses how validity and reliability of research instruments was determined as well as the techniques to be used to analyze and present the research findings. The chapter concludes by highlighting how various ethical issues were dealt with by the researcher.

3.2 Research Design

Research design entails the arrangement of the prevailing data, collection and analysis conditions in a manner oriented to bring relevance to the research objectives (Verd, 2002). The researcher used a descriptive research design in the attempts to describe the relationship between the various identified factors and project sustainability. The research design was majorly quantitative because the researcher collected measurable data from questionnaires. However, the study also used a qualitative design whereby interview guides were specifically designed for project manager. Kothari (2004) opine that a descriptive survey design is adequate especially where the researcher intends to draw conclusions for a larger population. This survey design develops quick preview of particular issues of interest because large samples are used in the study. The study adopted this research design due to the underlying ability to gather huge amounts of research data from the target population in an economical way. This design is also adequate based on the fact that it is difficult to manipulate the collected research data. The adoption of both qualitative and quantitative methods provided greater content to be used to analyze and draw conclusions on each research objective. This combination therefore improved on the quality of collected data from the various research instruments.

3.3 Target Population

Target population entails the total elements, groups or individuals to be studied by the researcher (Mugenda, 2008). In this regard, the target population contains the desirable
traits that interest the researcher. In this study, the target population comprised all the employees of Kenya Society for the Blind involved in project implementation as well as community members who have previously benefited from the society. The target employees at the society cut across project members, teams, accountants as well as project managers. The identified target population was unique in a special way since it was the only one mandated to oversee matters that relate to blind people. The society was started several years ago with the sole purpose of championing the welfare of persons with visual impairment through the dissemination of important practical knowledge and life-skills. This study targeted the society so as to be able to better understanding how various factors influence the level of attainment in terms of set project goals by the society. The society was also identified simply because it depends on aid and donations to sustain engaged projects. A better insight on the factors that lead to sustainability at the society would be of great help to since it would enable the society achieve more in terms of adopted projects.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project managers</td>
<td>10</td>
</tr>
<tr>
<td>Project Accountants</td>
<td>3</td>
</tr>
<tr>
<td>Project Members</td>
<td>523</td>
</tr>
<tr>
<td>Benefiting Community Members</td>
<td>436</td>
</tr>
<tr>
<td>Totals</td>
<td>972</td>
</tr>
</tbody>
</table>

### 3.4 Sampling Size and Sampling Procedure

The researcher intended to use judgmental sampling technique to sample target employees involved in project implementation at the Society. Judgemental sampling is a non-probability sampling method and it occurs when elements selected for the sample are chosen by the judgement of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgement, which resulted in saving time and money (Black, 2010). Based on the population of the study, all the population members were included in the study if the category had 3 or less while for every ten members in a category, 3 selected using simple random method. For categories with more than 10
members, a sample of 20% of the population was selected. Mugenda (2008) deduced that a sample size that is 10% or more is indeed representative of the target population especially where the population has homogenous characteristics.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project managers</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Project Accountants</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Project Members</td>
<td>523</td>
<td>52</td>
</tr>
<tr>
<td>Benefiting Community Members</td>
<td>436</td>
<td>44</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>972</strong></td>
<td><strong>102</strong></td>
</tr>
</tbody>
</table>

3.5 Data Collection Instruments

The researcher used primary data collected via the use of structured questionnaires. The questionnaires were designed by the researcher whereby they contained both closed and open ended questions. Kothari (2004) deduced that questionnaires constitute various questions that are printed in a specific order so as to obtain relevant research data. Structured questionnaires guarantee the reliability of responses thus ensuring the collection of adequate and quality research data. The researcher also collected qualitative data from the field via the usage of interview guides. The questionnaires were administered via the drop and pick method whereby these instruments were let with the respondents so that they could fill in details. The researcher then collected the instruments later and it was anticipated that all respondents could respond due to the convenience of this method.

These instruments collected both background information as well as the factors that influence project sustainability. The gathered background information aided the researcher to determine the suitability of both the respondents and interviewees to participate in the study. Interview guides were specifically intended to collect qualitative data for the study. It was anticipated that this qualitative data could augment already gathered quantitative data. The distributed guides specifically targeted project managers involved directly in project implementation.
3.6 Validity and Reliability of Research Instruments

Research instruments validity is the accuracy of inferences made on the data collection instruments. Validity is in essence the degree with which analysis results represent the true phenomenon under the study. In order to assess the content validity of research instruments, the utilization of the services of an expert in that particular field is paramount to the attainment of the identified research objectives (Mugenda and Mugenda 2003). In this regard, the researcher obtained opinions from the study supervisors so as to assess the validity of the research instruments.

Reliability is essentially the degree to which designed research instruments measures in the same manner each and every time under the same condition with the same subjects. A measure is deemed to be reliable if it provides consistent results with each repetition. The study adopted the internal consistency measure referred to as the Cronbach’s alpha (α). This is a co-efficient that measures internal research instruments reliability. A co-efficient value above 0.7 implies that the research instruments are reliable hence the researcher can proceed to using them in the final stage. The study used five respondents in the pretesting stage who were excluded from the main study.

3.7 Data Analysis

Quantitative data analysis techniques that involve the use of numeric measures were used. Additionally, qualitative data analysis methods specifically content analysis was used to analyse responses from interviewees. Data collected from the questionnaires were edited for completeness, coded and then entered into SPSS program for subsequent analysis. Quantitative data was be analyzed by descriptive analysis using SPSS (V. 22.0) to examine the factors that influence Programme sustainability of organizations for persons with disability in Kenya. Findings were presented using tables and charts. A Likert scale was used to analyze the mean score and standard deviation. Percentages, tabulations, means and other measures of central tendencies were used to present the data.

In addition, the researcher conducted a multiple regression analysis in order to establish the factors that influence Programme sustainability of organizations for persons with
disability in Kenya. Regression analysis was used to predict the value of the dependent variable on the basis of the independent variables. Regression analysis is concerned with the study of the dependence of one variable, on one or more other variables, the explanatory variables, with a view to estimating and/or predicting the population mean. The multivariate regression equation was:

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

Whereby:
- \( Y \) = Programme Sustainability
- \( \beta_0, \beta_1, \beta_2 \) and \( \beta_3 \) are constants
- \( \varepsilon \) is an error term
- \( X_1 \) = Management Capabilities
- \( X_2 \) = Internal Resources
- \( X_3 \) = Community Participation
- \( X_4 \) = Monitoring and evaluation

The study was tested using Analysis of Variance (ANOVA) to establish the significance of the model in estimating the relationship between the dependent and independent variables.

3.8 Ethical Considerations

The researcher obtained permission from the university before conducting the study. An introduction letter was sought so as to properly introduce the researcher to the target respondents, interviewees and the society at large. The researcher assured all the study participants that the information they provide would only be used for academic purposes. The researcher also exercised due professionalism while conducting the study so as not to jeopardise the study or even intimidate the respondents to give their responses.

3.9 Operationalization

An operational definition is a result of the process of operationalization and is used to define something (e.g. a variable, term, or object) in terms of a process (or set of validation tests) needed to determine its existence, duration, and quantity. The definition of variables is shown on Table 3.3:
### Table 3.3: Operational Definition of Variables

<table>
<thead>
<tr>
<th>Objective</th>
<th>Variable</th>
<th>Indicators</th>
<th>Measurement</th>
<th>Measurement Scale</th>
<th>Data Analysis Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish the influence of management capabilities on programme sustainability of organizations for persons with disability in Kenya.</td>
<td>Independent</td>
<td>Management Experience and Expertise Management skills and Leadership</td>
<td>Management experience Management networks Leadership styles Highest level of education</td>
<td>Ordinal</td>
<td>Descriptive statistics, percentages</td>
</tr>
<tr>
<td>To determine the influence of internal resource availability on programme sustainability of organizations for persons with disability in Kenya.</td>
<td>Independent</td>
<td>Manpower Availability of cheap resources</td>
<td>Variety of skills sets Adequacy of human capital Cost of project management</td>
<td>Ordinal</td>
<td>Descriptive statistics, percentages</td>
</tr>
<tr>
<td>To determine the influence of community participation on programme sustainability of organizations for persons with disability in Kenya.</td>
<td>Independent</td>
<td>Community Awareness and Education Community Intervention</td>
<td>Level of community involvement Level of community awareness on projects</td>
<td>Ordinal</td>
<td>Descriptive statistics, percentages</td>
</tr>
<tr>
<td>To establish the influence of monitoring and evaluation on programme sustainability of organizations for persons with disability in Kenya.</td>
<td>Independent</td>
<td>Project assessment Stakeholder involvement</td>
<td>Conformation to plans Adequacy of funding the projects started</td>
<td>Ordinal</td>
<td>Descriptive statistics, percentages</td>
</tr>
<tr>
<td>Programme sustainability of organizations for persons with disability in Kenya</td>
<td>Dependent</td>
<td>Level of finances available for project implementation</td>
<td>Adequacy of financing</td>
<td>Ordinal</td>
<td>Descriptive statistics, percentages</td>
</tr>
</tbody>
</table>
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction
This chapter presents the results and findings of the study based on the research objectives. The study sought to establish factors influencing programme sustainability of organizations for persons with disability in Kenya at the Kenya Society for the Blind.

4.2 Questionnaire Return Rate
The study targeted a sample of 102 stakeholders of Kenya society for the Blind. Out of the 102 distributed questionnaires, 85 were filled and returned. This translated to a response rate of 83.3%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. The findings are presented in Table

<table>
<thead>
<tr>
<th>Questionnaire Return Rate</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>85</td>
<td>83.3</td>
</tr>
<tr>
<td>Non Response</td>
<td>17</td>
<td>16.7</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 General Characteristics
The study sought to establish the general characteristics of the respondents in order to have an understanding of their suitability to undertake the study. The findings are in Table 4.2.
Table 4.2: General information

<table>
<thead>
<tr>
<th>General information</th>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>43</td>
<td>50.6%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>42</td>
<td>49.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>85</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Level of Education</td>
<td>Certificate</td>
<td>14</td>
<td>16.47%</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>36</td>
<td>42.35%</td>
</tr>
<tr>
<td></td>
<td>Degree</td>
<td>16</td>
<td>18.83%</td>
</tr>
<tr>
<td></td>
<td>PHD</td>
<td>19</td>
<td>22.35%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>85</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Years Worked</td>
<td>Below 5 Years</td>
<td>42</td>
<td>49.41%</td>
</tr>
<tr>
<td></td>
<td>6-10 Years</td>
<td>20</td>
<td>23.53%</td>
</tr>
<tr>
<td></td>
<td>11-15 Years</td>
<td>11</td>
<td>12.94%</td>
</tr>
<tr>
<td></td>
<td>16-20 Years</td>
<td>1</td>
<td>1.18%</td>
</tr>
<tr>
<td></td>
<td>21 Years and above</td>
<td>11</td>
<td>12.94%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>85</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Position Held in the Programme</td>
<td>Project Manager</td>
<td>4</td>
<td>4.7</td>
</tr>
<tr>
<td></td>
<td>Project Accountant</td>
<td>12</td>
<td>14.1</td>
</tr>
<tr>
<td></td>
<td>Project Member/Staff</td>
<td>33</td>
<td>38.8</td>
</tr>
<tr>
<td></td>
<td>Community Member/Beneficiary</td>
<td>36</td>
<td>42.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>85</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

From the findings in Table 4.2, majority of the respondents 50.6% were male while 49.4% were female. This is a clear indicator that the study involved all the gender with a slight balance.

Regarding the level of Education, the study established that 42.4% of the respondents had Diploma qualifications followed by PHD holders at 22.4% while Degree holders had 18.8% and Certificate holders had 16.5%. This implies that the respondents were literate enough with full knowledge on factors influencing program sustainability at Kenya Society for the Blind.

On the years worked by respondents in the organization, the study established that 49.4% of the respondents had been in the organization for less than 5 years, 23.5% of the respondents had been in the organisation for 6-10 years, 12% of the respondents had been
in the organization for either 11-15 Years or above 21 years and only 1.2% of the respondents had been in the organization long enough and therefore were fully knowledgeable on factors influencing programme sustainability at Kenya Society for the Blind.

On position held by respondents in the programme, the study established that 42.4% of the respondents were Community Member/Beneficiary, 38.8% of the respondents were Project Member/Staff, 14.1% of the respondents were project accounts and only 4.7% of the respondents were project managers. The findings indicate that the study involved all the stakeholders therefore reliable information was sought.

4.4 Influence of Management Capabilities on Sustainability of Programmes
Several statements on influence of management capabilities on the sustainability of programmes at Kenya Society for the Blind were identified against which the respondents were requested to indicate the extent to which they applied to them in their organizations. A five point Likert scale was provided ranging from 1-5 (where 5= strongly agree, 4= agree, 3=neutral, 2= disagree and 1= strongly disagree). From the responses, descriptive measures of central dispersion: mean, standard deviation and covariance were used for ease of interpretation and generalization of findings. The results are presented in Table 4.3
Table 4.3: Influence of Management Capabilities on Sustainability of Programmes

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project’s failure or success is entirely dependent on the managerial performance of the project team</td>
<td>4.03</td>
<td>1.106</td>
<td>27.44</td>
</tr>
<tr>
<td>Sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding</td>
<td>3.97</td>
<td>0.987</td>
<td>24.86</td>
</tr>
<tr>
<td>Project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent</td>
<td>4.17</td>
<td>0.928</td>
<td>22.25</td>
</tr>
<tr>
<td>Project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability</td>
<td>4.15</td>
<td>0.994</td>
<td>23.95</td>
</tr>
<tr>
<td>Training of project teams had an influence on the sustainability of tree programmes</td>
<td>4.05</td>
<td>1.027</td>
<td>25.35</td>
</tr>
<tr>
<td>Manpower training and technological skills by management affected sustainability of programs</td>
<td>3.83</td>
<td>1.078</td>
<td>28.14</td>
</tr>
</tbody>
</table>

On project’s failure or success being entirely dependent on the managerial performance of the project team had a mean of 4.03, standard deviation of 1.106 and variability of 27.44%. The findings indicate that the respondents agreed that the performance of the project depends on managerial performance of the project team with large variability in their responses. This concurs with the findings of Dillard, Dujon & King (2008) who deduced that effective project management is imperative to building a rewarding relationship among project group members and the community at large. In essence, project’s failure or success is entirely dependent on the managerial performance of the project team.

On sound project management skills as shown by project managers ensuring that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding had a mean of 3.97, standard deviation of 0.987 and variability of 24.86% which indicates that respondents were neutral on the statement with a small variability in their responses. This agrees with the findings of Ostrom (2010)
who further added that sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding.

Respondents agreed on the statement that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent for the mean was 4.17, standard deviation was 0.928 and variability of 22.5%. This shows that there was a small variability in their responses. This is consistent with the findings of Ostrom (2010) who concluded that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent.

Respondents agreed with the statement on project managers with prior project exposure being better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability for the mean was 4.15, standard deviation was 0.994 and variability of 23.95%. This indicates that there was a moderate variability in their responses. This is consistent with the findings of Ostrom (2010) who established that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability.

The study further established that respondents agreed on the statement that the training of project teams has an influence on the sustainability of tree programmes as the mean was 4.05, standard deviation of 1.027 and variability of 23.36%. There was a moderate variability in their responses. This however is in agreement with the works of Kiboi (2013) whose study findings revealed that training of project teams had an influence on the sustainability of tree programmes in the Constituency. Sound financial administration practices by the various project teams significantly influences tree nursery programmes sustainability.

Respondents were neutral as to whether manpower training and technological skills by management affects sustainability of programs with the mean of 3.83; standard deviation was 1.078 and variability of 28.15%. This indicates that there was a larger variability in
their responses. This finding agrees with Kupeka (2013) whose research findings revealed that that manpower training and technological skills by management affected sustainability.

4.5 Influence of Internal Resources on Sustainability of Programmes

Several statements on influence of internal resources on the sustainability of programmes at Kenya Society for the Blind were identified against which the respondents were requested to indicate the extent to which they applied to them in their organizations. The findings are represented in Table 4.4

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The running of projects at minimal economic cost further helps to attain overall long term sustainability</td>
<td>3.47</td>
<td>1.075</td>
<td>30.98</td>
</tr>
<tr>
<td>Well planned projects utilizing internally available resources are more sustainable since there is consistency in resource availability and mobilization</td>
<td>3.95</td>
<td>0.924</td>
<td>23.39</td>
</tr>
<tr>
<td>Systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability</td>
<td>4.23</td>
<td>0.934</td>
<td>22.08</td>
</tr>
<tr>
<td>Evaluation assess the efficiency of the project team in the utilization of resources, effectiveness in its operations and impacts realized from the project Thus allowing project managers to analyse expected sustainability levels of the project</td>
<td>3.97</td>
<td>0.755</td>
<td>19.01</td>
</tr>
<tr>
<td>Monitoring assesses progress and project objectivity if current project phase is on course; leading to the detection of deviation from set plan and rectification and early correction of externalities serve to improve on chances of projects sustainability</td>
<td>4.16</td>
<td>0.884</td>
<td>21.25</td>
</tr>
</tbody>
</table>

Respondents were neutral as to whether the running of projects at minimal economic cost further helps to attain overall long term sustainability with the mean of 3.47, standard deviation of 1.075 and variability of 30.98%. This shows that there was a great variability in their responses. This is consistent with the findings of Dill (2010) who found concluded that the availability of cheap resources that are in constant supply enhances project success due to absence of funding disruptions that stall projects by most
community based organizations. The running of projects at minimal economic cost further helps to attain overall long term sustainability.

Respondents were neutral as to whether well planned projects utilizing internally available resources being more sustainable since there is consistency in resource availability and mobilization with the mean of 3.95, standard deviation of 0.924 variability of 23.39%. This indicates that there was a moderate variability in their responses. This is in agreement with the findings of Lewis (2004) who found out that well planned projects that utilize internally available resources are more sustainable since there is consistency in resource availability and mobilization.

The study further established that respondents agreed on the statement that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability with the mean of 4.23, standard deviation of 0.934 and variability of 22.08%. There was a moderate variability min the respondents responses. This concurs with the findings of Bebbington, Unerman & Dwyer (2014) who found out that systemic collection of project data assists project teams to improve on current practices since external and internal accountability of invested resources are enhanced. This translates to the realization of planned activities hence positively influencing sustainability for the foreseeable future.

On evaluation assessing the efficiency of the project team in the utilization of resources, effectiveness in its operations and impacts realized from the project thus allowing project managers to analyze expected sustainability levels of the project had a mean of 3.97, standard deviation of 0.755 and variability of 19.01%. There was a small ariabilility in the respondent’s responses. This finding strongly agrees with the study of Kim, Yang & Suh (2013) who found out that evaluation assess the efficiency of the current project team in the utilization of resources, effectiveness in terms of project operations and impacts realized from the project currently. On monitoring assessing progress and project objectivity if current project phase is on course; leading to the detection of deviation from set plan and rectification and early correction of externalities serve to improve on chances
of projects sustainability had a mean of 4.16, a standard deviation of 0.884 and variability of 21.25%. There was a moderate variability in the responses. This implies that respondents agreed with the statement.

### 4.6 Influence of Community Participation on Sustainability

Several statements on influence of community participation on the sustainability of programmes at Kenya Society for the Blind were identified against which the respondents were requested to indicate the extent to which they applied to them in their organizations. The findings are presented in Table 4.5.

#### Table 4.5: Influence of Community Participation on Sustainability of Programmes

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV  (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources</td>
<td>4.36</td>
<td>0.704</td>
<td>16.15</td>
</tr>
<tr>
<td>Sustainability of projects is attained if communities own and manage these projects besides project managers.</td>
<td>4.02</td>
<td>1.123</td>
<td>27.94</td>
</tr>
<tr>
<td>Community participation whereby people take control in decision making of communal projects that directly affects and achieves sustainability due to the support and unity</td>
<td>4.01</td>
<td>0.852</td>
<td>21.25</td>
</tr>
<tr>
<td>Community participation in development of projects ensures people are readily involved shunning poor performance. This level of awareness and participation leads to better performance, productivity and consequently sustainability</td>
<td>4.23</td>
<td>0.717</td>
<td>16.95</td>
</tr>
<tr>
<td>Organized and planned methodologies by all stakeholders collaborating to achieve set objectives thus ensuring their sustainability since continuity is assured</td>
<td>4.32</td>
<td>0.878</td>
<td>20.32</td>
</tr>
<tr>
<td>Community participation creates a sense of ownership which in turn enables project members use their strength and skills and a closer social interactions serving to create partnerships with all stakeholders</td>
<td>4.27</td>
<td>1.084</td>
<td>25.39</td>
</tr>
</tbody>
</table>

Respondents agreed that community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability since the mean was 4.36, standard deviation was 0.704 and variability of 16.15%. This shows that there was a small
variability in the responses. This finding is consistent with the work of Panda (2007) who opined that community involvement in project implementation accrues benefits to the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity that in turn leads to sustainability.

Respondents further agreed that sustainability of projects is attained if communities own and manage these projects besides project managers for the mean was 4.02, standard deviation was 1.123 and variability of 27.94%. This implies that there was a moderate variability in the responses. This agrees with the findings of Admassu et al. (2002) who opined that communities’ involvement ensures sustainability of communal water projects supply systems especially in rural areas. Sustainability of projects is therefore attained if communities own and manage these projects besides project managers.

Respondents agreed that community participation whereby people take control in decision making of communal projects that directly affects and achieves sustainability due to the support and unity in purpose as the mean was 4.01, standard deviation of 0.852 and variability of 21.25%. This shows that there was a moderate variability on the responses. On community participation whereby people take control in decision making of communal projects that directly affects and achieves sustainability due to the support and unity in purpose had a mean of 4.23, standard deviation of 0.717 and 16.95%. This indicates that there was a small variability in the responses. This concurs with the findings of Nikkhah and Redzuan (2009) who deduced that community participation whereby people are directly involved in communal projects that affects their lives enables them to take control of project decisions since it has an effect on their lives.

On whether organized and planned methodologies by all stakeholders collaborating to achieve set objectives thus ensuring their sustainability since continuity is assured as a result of short term goals achievement had a mean of 4.32, standard deviation of 0.878 and variability of 20.32%. This implies that there was a moderate variability in the responses. This implies that respondents agreed with the statement. This concurs with the findings of Shediac-Rizkallah & Bone (1998) who opined that community intervention through organized and planned methodologies whereby all stakeholders collaborate on a
range of issues concerning the project enables projects to achieve set objectives thus ensuring their sustainability since continuity is assured as a result of short term goals achievement.

On whether community participation creates a sense of ownership which in turn enables project members use their strength and skills and a closer social interactions serving to create partnerships with all stakeholders hence leading to projects sustainability assurance had a mean of 4.27, standard deviation of 1.084 and variability of 25.39%. This shows that there was a large variability in the responses. This means that respondents agreed with the statement which is consistent with the findings of Admassu et al. (2002) who held that community participation in project design and implementation by community based organizations creates a sense of ownership. This in turn enables project members to use their strengths and skills hence leading to an increment in social interactions that serve to create partnerships with all stakeholders hence leading to projects sustainability assurance.

### 4.7 Influence of Monitoring and Evaluation on Sustainability of programmes

The respondents were asked to indicate the extent to which they agreed on the statements regarding the influence of monitoring and evaluation on the sustainability of programmes at Kenya Society for the Blind. The Findings are shown in Table 4.6:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
<th>CV (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and evaluation of projects through regular checking of project expenditure ensures physical progress thus sustainability for the long run.</td>
<td>4.02</td>
<td>0.801</td>
<td>19.93</td>
</tr>
<tr>
<td>Transparency and accountability by managers is a key factor that influences projects sustainability</td>
<td>4.22</td>
<td>0.882</td>
<td>20.90</td>
</tr>
<tr>
<td>Mismanagement of funds is the key causative agent of project failure and discontinuity</td>
<td>4.05</td>
<td>0.98</td>
<td>24.20</td>
</tr>
<tr>
<td>The adoption of sound financial and administrative management techniques ensures project success</td>
<td>4.17</td>
<td>0.819</td>
<td>19.64</td>
</tr>
<tr>
<td>Provision of adequate resources and all stakeholders’ participation during planning, monitoring, controlling and execution had an effect on sustainability of projects</td>
<td>4.03</td>
<td>1.005</td>
<td>24.94</td>
</tr>
<tr>
<td>The involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability</td>
<td>4.25</td>
<td>0.833</td>
<td>19.60</td>
</tr>
</tbody>
</table>
Respondents agreed on that monitoring and evaluation of projects through regular checking of project expenditure ensures physical progress thus sustainability for the long run for the mean was 4.02, standard deviation of 0.801 and variability of 19.93%. The findings indicate that respondents strongly disagreed with the statement with a small variability in the responses. This concurs with the study findings of Were (2014) that monitoring and evaluation of projects through regular checking of project expenditure ensured physical progress thus sustainability for the long run.

On transparency and accountability by managers being a key factor that influences projects sustainability had a mean of 4.22, standard deviation of 0.882 and variability of 20.90%. This shows that there was a moderate variability in the responses. The findings indicate that respondents agreed with the statement. This is in strong agreement with the findings of Ochele (2012) who opined that further, transparency and accountability by the committee members involved in the management of water resources was observed to be a key factor that influences projects sustainability

On the statement of whether mismanagement of funds is a key causative agent of project failure and discontinuity the mean was 4.05, standard deviation of 0.980 and variability of 24.20%. This shows that there was a moderate variability in the responses. This implies that respondents agreed with the statement and this is consistent with Onyango (2010) who studied the factors that affect the implementation of projects in primary schools in Kisumu. The research findings revealed that the mismanagement of funds was the key causative agent of project failure.

On whether the adoption of sound financial and administrative management techniques ensures project success had a mean of 4.17, standard deviation of 0.819 and variability of 19.64%. This implies that there was a small variability in the responses. This is in strong agreement with the findings of Lipman (2004) who opined that sound project management skills ensures that engaged resources by projects continue to fund projects thus guaranteeing project sustainability even in the face of donor withdrawals. Project managers with good management skills enable projects to be steered towards prosperity owing to the reason that productivity and sustainability are given priority no matter what.
On whether provision of adequate resources and all stakeholders’ participation during planning, monitoring, controlling and execution had an effect on sustainability of projects the mean was 4.03, standard deviation of 1.005 and variability of 24.94%. This shows that there was a moderate variability in the responses. This is consistent with the findings of Kupeka (2013) whose study concluded that the provision of adequate resources and all stakeholders’ participation during planning had an effect on the sustainability of housing projects. On whether the involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability the mean was 4.25 with standard deviation of 0.833 and variability of 19.60. The findings indicate that respondents agreed with the statement.

4.8 Program Sustainability at Kenya Society for the Blind

This subsection is concerned with sustainability of programmes at Kenya Society for the Blind. The results of the findings are presented in Table 4.7

<table>
<thead>
<tr>
<th>Table 4.7: Program Sustainability at Kenya Society for the Blind</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement</td>
</tr>
<tr>
<td>A project is deemed to be sustainable if it can be able to effectively meet set needs by benefiting the population</td>
</tr>
<tr>
<td>A project is sustainable if short term outputs are highly appreciated by all stakeholders to the extent that these stakeholders are willing to commit their resources to ensure the continuity projects</td>
</tr>
<tr>
<td>Project sustainability serves to ensure that accrued benefits are continuously felt for long periods</td>
</tr>
<tr>
<td>The degree with which projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability</td>
</tr>
<tr>
<td>Poor leadership, inadequate management skills and lack of top management support leads to poor projects sustainability</td>
</tr>
<tr>
<td>The incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed</td>
</tr>
</tbody>
</table>
On a project being deemed to be sustainable if it can be able to effectively meet set needs by benefiting the population the mean was 4.25, standard deviation of 0.709 and variability of 16.68%. This implies that respondents agreed with the statement with a small variability in their responses. This concurs with the findings of Jones (1993) who opined that a project is deemed to be sustainable if it can be able to effectively meet set needs by benefiting population without placing any threat on the ability of future generations to meet their needs from the same projects.

On a project being sustainable if short term outputs are highly appreciated by all stakeholders to the extent that these stakeholders are willing to commit their resources to ensure the continuity projects had a mean of 4.18, standard deviation of 0.809 and variability of 19.35% implying that respondents were neutral on the statement with smaller variability in their responses. These findings are in agreement with the works of Hayward & Neuberger (2010) who held that a project to be sustainable if short term outputs were indeed highly appreciated by all stakeholders to the extent that these stakeholders would be willing to commit their resources to ensure the continued maintenance of projects in order to ascertain that outputs would be realized from the projects for the long term.

On project sustainability serving to ensure that accrued benefits are continuously felt for long periods had a mean of 4.03, standard deviation of 0.822 and variability of 20.40% which implies that respondents agreed with the statement with moderate variability in their responses and this is consistent with the findings of Hayward & Neuberger (2010) who opined that project sustainability serves to ensure that accrued benefits are continuously felt for long periods of time to reasonably justify the social and economic inputs employed into such projects.

On the degree with which projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability the mean was 4.18, standard deviation of 0.809 and variability of 19.35% which implies that respondents were neutral on the statement with smaller variability in the responses. This is in strong
agreement with the findings of Panda (2007) who opined that the degree with which projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability if results are positive.

On poor leadership, inadequate management skills and lack of top management support leading to poor projects sustainability the mean was 4.24 with a standard deviation of 1.174 and variability of 27.69%. This shows that there was a larger variability in the responses. Respondents therefore had different opinions on the statement. These findings are in agreement with the findings of Pretty (1995) who held that in essence, poor leadership, inadequate management skills and lack of top management support leads to poor projects sustainability.

On the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed the mean was 4.47, standard deviation of 0.700 and variability of 15.66%. This implies that respondents strongly agreed with the statement with a smaller variability in their responses which is in agreement with the findings of Lambin (2005) who held that the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed.

4.9 Regression Analysis

A regression analysis was conducted to determine the factors influencing programme sustainability at the Kenya Society for the Blind. The statistical package for social sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study. The results are presented in the subsequent sections.

Table 4.8: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.6689</td>
<td>.4474</td>
<td>.439</td>
<td>.0289</td>
</tr>
</tbody>
</table>
Table 4.8 shows a model summary of regression analysis between three independent variables monitoring and evaluation, internal factors, community participation, management capabilities and dependent variable program sustainability at Kenya Society for the Blind. The value of R was 0.6689; the value of R square was 0.4474 and the value of adjusted R square was 0.439. From the findings, 44.74% of changes in the Programme sustainability at Kenya Society for the Blind were attributed to the four independent variables in the study. Positivity and significance of all values of R shows that model summary is significant and therefore gives a logical support to the study model.

Table 4.9 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>.102</td>
<td>4</td>
<td>.0255</td>
<td>19.62</td>
<td>.135</td>
</tr>
<tr>
<td>Residual</td>
<td>.126</td>
<td>80</td>
<td>.0013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>.228</td>
<td>84</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ANOVA statistics of the processed data at 5% level of significance shows that the value of calculated F is 19.62 and the value of F critical at 5% level is 2.72. Since F calculated is greater than the F critical (21.25>2.72), this shows that the overall model was significant.

Coefficients

Table 4.10 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td>1.691</td>
<td>.0030</td>
</tr>
<tr>
<td>Monitoring and evaluation</td>
<td>.361</td>
<td>.188</td>
<td>.257</td>
<td>1.915</td>
</tr>
<tr>
<td>Internal Resources</td>
<td>.068</td>
<td>.048</td>
<td>.142</td>
<td>1.402</td>
</tr>
<tr>
<td>Community Participation</td>
<td>.564</td>
<td>.109</td>
<td>.595</td>
<td>5.162</td>
</tr>
<tr>
<td>Management Capabilities</td>
<td>.642</td>
<td>.152</td>
<td>.559</td>
<td>4.232</td>
</tr>
</tbody>
</table>

The established regression equation becomes;

\[ Y = 2.684 + 0.361X_1 + 0.068X_2 + 0.564X_3 + 0.642X_4. \]
Where: $Y= \text{Programme Sustainability}$, $X_1=\text{Monitoring and Evaluation}$, $X_2=\text{Internal resource}$, $X_3=\text{Community Participation}$ and $X_4=\text{Management Capabilities}$

From the findings of the regression analysis if all factors (Monitoring and evaluation, internal resources, Community participation and Management capabilities) were held constant, Programme sustainability would be at 2.684. A unit increase in monitoring and evaluation would lead to an increase in the programme sustainability at KSB by 0.361. A unit increase in internal resources would lead to an increase in performance of internal auditors by 0.068. A unit increase in community participation would lead to an increase in the programme sustainability by 0.564 and a unit increase in management capabilities would lead to increase programme suitability by 0.642. All the variables were significant as the P-values were less than 0.05 which indicates that all the factors considered were statistically significant.

4.10 Interview Guide

The study sought to establish more information on respondents and therefore an interview guide was used. Majority of the respondents had been at Kenya Society for the blind for a period of 5 years. However, it was also established that other respondents had been at Kenya Society for Blind for 23 years and 8 years respectively. The study also established the main programmes offered at Kenya Society for the blind as eye care, resource mobilization education, finance and directorate (policy guidelines rehabilitation development). The study further established that Kenya Society for the Blind funds its operations through such sources as income generating activities, donations, grants, membership subscriptions besides manufacturing of eye drops and charity events such as Mt. Longonot climb, Golf Tournaments and Blind walk. The study also established that the community normally gets involved in activities at Kenya Society 1 for the Blind through collaboration with community, medical Camps - through partnerships with Kenya’s corporate and at times the community mobilizes the public to come for eye care services. However, some of the respondents indicated the community gets involved in activities at KSB through Annual General Meetings, program committees, acceptance and customer satisfaction besides referral of members with visual impairment
4.10.1 Monitoring and Evaluation

It was also established that monitoring at Kenya Society for the Blind is done on a weekly, monthly, quarterly & annually basis, but for education, the involved partner monitor on a quarterly basis. It was also established that currently the programmes at Kenya Society for the blind are normally monitored on a monthly basis. The study further established that the monitoring is done transparently for it is done by several offices who are well trained and the reports are discussed on a monthly basis.

4.10.2 Internal Resources

Majority of the respondents indicated that there is inadequate human capital at the Kenya Society for the Blind which further implies that Kenya Society for the Blind is understaffed. The study also established inadequate working tools and that some tools are not in good working condition. It was also established that the working environment is conducive but characterized by low pay. The study established that Kenya Society for the Blind adheres to a high level of accountability among staff. The study further established that KSB runs its projects/processes on minimal costs and enhances efficiency and effectiveness.

4.10.3 Community Participation

The study also established that Kenya School for the Blind participates in the community by identifying the role of the community and educating them. The study further established that this community participation has promoted project sustainability by coiling a project where the community has approved and accepted. The study also established that KSB shares its objectives with the community.

4.10.4 Management Capabilities

Majority of the respondents indicated that wealth of activities of 60 years since 1956 to date of existence in education; rehabilitation and eye care have been beneficial to the success of KSB. It was further established that KSB has managed eye care for more than 60 years with collaboration with Ministry of Health. It was however established that
resource mobilization at KSB is not efficient and that the organization however is well managed.
CHAPTER FIVE
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary of the findings, discussion, conclusions and recommendations of the study based on the research questions of the study. The purpose of this study was to establish the factors determining programme suitability of organizations for persons with Disabilities in Kenya, case of Kenya Society of the Blind.

5.2 Summary of findings

This chapter looks at the summary of the research findings based on each objective of the study as presented in subsequent subsections.

5.2.1 Influence of Management Capabilities on Programme Sustainability

The study found out that management Capabilities affected Programme Sustainability at KSB. It was also established that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent and that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability.

5.2.2 Influence of Internal Resources on Programme Sustainability

The study found out that internal resource has an effect on Programme sustainability at KSB. It was further established that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability. The study further established that there is inadequacy in working tools and equipment and human capital. The study further established that the working environment at KSB is conducive although characterised by low salaries.
5.2.3 Influence of Community Participation on Programme Sustainability

The study established that community participation has an effect on programme sustainability. The study further found out that community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability. The study also established that organized and planned methodologies by all stakeholders collaborating to achieve set objectives thus ensuring their sustainability since continuity is assured as a result of short term goals achievement.

5.2.4 Influence of Monitoring and Evaluation on Programme Sustainability

The study established that monitoring and evaluation affects programme sustainability at the Kenya Society for the Blind. The study further established that the involvement of stakeholders in project evaluation ensures current challenges are addressed thus leading to higher chances of project sustainability through improved accountability. It was further established that monitoring at Kenya Society for the Blind is currently done on a monthly basis in a transparent way.

5.2.5 Programme Sustainability

The study established that the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed. The study further established that a project is deemed to be sustainable if it can be able to effectively meet set needs by benefiting the population.

5.3 Discussion of the Study Findings

On the effect of management capabilities on programme sustainability at KSB, the study established that Project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent which is consistent with the findings of Ostrom (2010) who further added that sound project management skills as shown by project managers ensures that
Project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding. Project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent. The study further established that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability. This is in agreement with the findings of Ostrom (2010) who posited that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability.

The study further established that training of project teams had an influence on the sustainability of tree programmes and that project’s failure or success is entirely dependent on the managerial performance of the project team. This is in agreement with Kiboi (2013) who studied the factors that influence the sustainability of tree planting programmes in Kinangop constituency. The study used a sample size of 70 school community members, purposive sampling method was used to select this sample and research data was collected via the use of questionnaires. The findings revealed the training of project teams had an influence on the sustainability of tree programmes in the Constituency. The study further found out that sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding and that manpower training and technological skills by management affected sustainability of programs. This is consistent with Kupeka (2013) who studied the factors that affected the sustainability of housing projects in Kenya.

On the effect of internal resources on programme sustainability at KSB, the study found out that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability and that monitoring assesses progress and project objectivity if current project phase is on course; leading to the detection of deviation from set plan and rectification and early correction of externalities serve to
improve on chances of projects sustainability. This is consistent with the findings of Ochelle (2012) who concluded that various sources of project financing for instance from governments, other non-governmental organizations or well-wishers contributions have a significant influence on project sustainability. The systemic collection of project data assists project teams to improve on current practices since external and internal accountability of invested resources are enhanced.

The study further established that evaluation assess the efficiency of the project team in the utilization of resources, effectiveness in its operations and impacts realized from the project Thus allowing project managers to analyze expected sustainability levels of the project and that well planned projects utilizing internally available resources are more sustainable since there is consistency in resource availability and mobilization. This is consistent with the findings of Dill (2010) who posited that evaluation systematically focuses on project objectivity since it assesses current project phase to determine if everything is on course. The study also found out that the running of projects at minimal economic cost further helps to attain overall long term sustainability.

On the effect of community participation on programme sustainability at KSB, the study established that community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability and this is consistent with the findings of Panda (2007) who held that there are various factors that influence programme sustainability by organizations. Community involvement in project implementation accrues benefits to the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity that in turn leads to sustainability.

The study further established that organized and planned methodologies by all stakeholders collaborating to achieve set objectives thus ensuring their sustainability since continuity is assured as a result of short term goals achievement. The study further established that community participation creates a sense of ownership which in turn enables project members use their strength and skills and a closer social interactions serving to create partnerships with all stakeholders hence leading to projects
sustainability assurance and that community participation in development of projects ensures people are readily involved shunning poor performance. This level of awareness and participation leads to better performance, productivity and consequently sustainability. The findings concur with the work of Admassu et al. (2002) who further added that community participation in the development of projects ensures that people are involved and readily participate hence shun poor performance of community development projects when desired results are not achieved. This level of awareness puts the project managers at a thin thread to perform since there is evaluation from community members; this in turn leads to better project teams’ performance that in turn leads to superior project productivity and consequent sustainability. It was also established that sustainability of projects is attained if communities own and manage these projects besides project managers and that community participation whereby people take control in decision making of communal projects that directly affects and achieves sustainability due to the support and unity in purpose.

On the effect of monitoring and evaluation on programme sustainability at KSB, the study established that the involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability. This is consistent with the works of Kupeka (2013) who found out that provision of adequate resources and all stakeholders’ participation during planning had an effect on the sustainability of housing projects. The study further established that transparency and accountability by managers is a key factor that influences projects sustainability. This finding concurs with Ochelle (2012) who studied the factors that influence the sustainability of water projects that are community based in Makueni County. The research findings revealed that project financing, community participation and training and project management practices have a great influence on the sustainability of community based projects.

Further, transparency and accountability by the committee members involved in the management of water resources was observed to be a key factor that influences projects sustainability. The various sources of project financing have a great influence on the sustainability of community projects. The study also established that the adoption of
sound financial and administrative management techniques ensures project success and that mismanagement of funds is the key causative agent of project failure and discontinuity. This is in agreement with the findings of Bebbington, Unerman & Dwyer (2014) who found out that the adoption of sound financial and administrative management techniques that are not burdensome ensures project success.

The study also found out that provision of adequate resources and all stakeholders’ participation during planning, monitoring, controlling and execution had an effect on sustainability of projects and that monitoring and evaluation of projects through regular checking of project expenditure ensures physical progress thus sustainability for the long run. This is consistent with the findings of Kupeka (2013) whose research findings revealed that the adoption of sustainable development structures, knowledge sharing, public awareness, proper and adequate user needs assessment had influenced housing projects sustainability to a great extent. The inclusive participation during identification, monitoring and controlling and during execution had an influence on sustainability of housing projects. It was also revealed that manpower training and technological skills affected sustainability. The study concluded that the provision of adequate resources and all stakeholders’ participation during planning had an effect on the sustainability of housing projects.

On programme sustainability at KSB, the study found out that the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed and that a project is deemed to be sustainable if it can be able to effectively meet set needs by benefiting the population. The study further established that poor leadership, inadequate management skills and lack of top management support leads to poor projects sustainability and that the degree with which projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability. It was further established that a project is sustainable if short term outputs are highly appreciated by all stakeholders to the extent that these stakeholders are willing to commit their resources to ensure the continuity projects and that project sustainability serves to ensure that accrued benefits are continuously felt for long periods.
From the regression analysis, the study established that there exists a positive relationship between monitoring and evaluation, internal resources and community participation while management capability indicated a negative relationship. In addition, the study also established that the most significant variable affecting programme sustainability at KSB is community participation followed by monitoring and evaluation, then internal resources and the least was management capabilities.

**5.4 Conclusion of the Study**

The study further concludes that management capabilities affect programme sustainability at KSB and that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent and that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability.

The study further concludes that internal resources also play a significant role in programme sustainability at KSB and that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability and that monitoring assesses progress and project objectivity if current project phase is on course; leading to the detection of deviation from set plan and rectification and early correction of externalities serve to improve on chances of projects sustainability.

The study also concludes that community participation has a great positive effect on programme sustainability and that community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability.

From the findings, the study concludes that monitoring and evaluation has an influence on programme sustainability at KSB. The study concludes that the involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability.
The study further concludes that for KSB to enhance programme sustainability, there is need for incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed.

5.5 Recommendations

The study recommended that:

5.5.1 Managers in Organization

It is important that organizations for persons with disabilities select project managers with good management skills. Internal resources also have significant effect on programme sustainability at KSB and it is therefore imperative that these organizations for Persons with Disabilities in Kenya should regularly evaluate the efficiency of their project teams in the utilization of resources, effectiveness in its operations and impacts realized from the project. This way, project managers will analyze expected sustainability levels of the project. There is need for careful planning of the projects well to utilize internally available resources.

5.5.2 Stakeholders

Community participation as a factor influences programme sustainably and in particularly community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability thus community should be actively involved in the project implementations in the organization. The study also recommends that organizations for persons with disabilities should continuously and regularly ensure sustainability of their programmes and this call for incorporation of sustainable thinking in community development projects. There is also need to put in place proper leadership in these organizations.
5.5.3 The Government Policy Makers

The study recommends the national government and the county government through respective ministries should ensure that there is a strong relationship between Strategies and programme suitability in the public sector. This should be done through Disability policy formulation, capacity building and sensitization, infrastructure enhancement, provision of facilities and structures design.

5.5.4 Academicians and Researchers

To academicians and researchers, this study has identified the key factors that influence Programme sustainability of organizations for persons with disability in Kenya. These included: stakeholder involvement, management capabilities, internal resources and monitoring and evaluation. These findings form a basis for future research in extending the literature on the factors that influence Programme sustainability of organizations for persons with disability in Kenya. This would enable them identify other factors affecting organizations for programmes targeting other disabilities.

5.6 Suggestions for Further Study

This study was carried out with a case of Kenya Society for the Blind. The research primarily focused on the factors influencing programme sustainability in organizations for persons with disabilities. Future studies ought to be done by investigating the specific inherent factors and attributes that lead to project failure in the other institutions and industries. This way, there shall be room for comparative analysis of the results and decision making.

The study further recommends that further studies be conducted on factors that influence Programme sustainability of organizations for persons with other disabilities other than Vision as the case study only focused on blindness.

The study further recommends that further studies be undertaken on the extent of intervening variables on programme sustainability as this was beyond the scope of this study. The current study was not in a position to measure the extent of the intervening
and moderating variable influence. This study also recommends that a bigger sample be used which will promote the generalization of findings to a wider scope.
REFERENCES


Mulwa, F. W. (2013). Demystifying Participatory Community Development: Beginning from the People, Ending at the People.


Ochelle, O., G (2012). Factors Influencing Sustainability of Community Water Projects in Kenya: A Case of Water Projects in Mulala Division, Makueni County.


Were., S., O (2004). Factors Influencing Sustainability of Constituency Development Fund Funded Projects in Public Primary Schools in Kwanza Division, kwanza sub-County, Kenya.


18th March, 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTORY LETTER – RESEARCH PROJECT

I am a graduate student in the School of Continuing and Distance Education at the University of Nairobi. In partial fulfillment of the requirements of the degree of Master of Arts in Project Planning and Management, I am conducting a research on ‘factors influencing programme sustainability of organizations for persons with disability in Kenya: a case of Kenya society for the blind’

I kindly request your input through filling this questionnaire. Please note that your honest responses will be strictly confidential and purely for academic purpose. Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation

Sincerely,

Bukhala Solomon Marobolo

Reg No.: L50/75953/2014
Tel: +254 722229314
Email: solomonbukhala@gmail.com
APPENDIX II: QUESTIONNAIRE FOR STAKEHOLDERS

Please fill out the questionnaire in the spaces below. Kindly tick only one response.

SECTION A: GENERAL INFORMATION

1. Please indicate your gender:
   Male ( ) Female ( )

2. Level of Education:
   Certificate ( ) Diploma ( )
   Degree ( ) PHD ( )

3. How many years have you worked in this organization?
   Below 5 years ( ) 6-10 years ( ) 11-15 years ( )
   16-20 years ( ) 21 years and above ( )

4. What position do you hold in this programme?
   Project Manager ( )
   Project Accountant ( )
   Project Member ( )
   Community member ( )

SECTION B: FACTORS INFLUENCING PROGRAMME SUSTAINABILITY

Part I: Monitoring and Evaluation

5. This subsection is concerned with the effect of Monitoring and Evaluation on the sustainability of programmes at Kenya Society for the Blind. Please mark (x) in the box which best describes your agreement or disagreement; using a Likert scale where 1= Strongly Disagree; 2= Disagree; 3=Neutral; 4= Agree and 5= Strongly Agree

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<td>Monitoring and evaluation of projects through regular checking of project expenditure ensures physical progress thus sustainability for the long run.</td>
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<td>Transparency and accountability by managers is a key factor that influences projects sustainability</td>
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Mismanagement of funds is the key causative agent of project failure and discontinuity

The adoption of sound financial and administrative management techniques ensures project success

Provision of adequate resources and all stakeholders’ participation during planning, monitoring, controlling and execution had an effect on sustainability of projects

The involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability

6. State the extent to which Monitoring and Evaluation has led to sustainability of programmes at KSB where 5 = To a very great extent 4 = To a great extent 3 = Moderate extent 2 = Little extent 1 = No extent at all

1. To a very great extent [ ]
2. To a great Extent [ ]
3. Moderate extent [ ]
4. Little extent [ ]
5. No extent at all [ ]

Part II: Internal Resources

7. This subsection is concerned with the effect of Internal Resources on the sustainability of programmes at Kenya Society for the Blind. Please mark (x) in the box which best describes your agreement or disagreement; using a Likert scale where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree

1. The running of projects at minimal economic cost further helps to attain overall long term sustainability
2. Well planned projects utilizing internally available resources are more sustainable since there is consistency in resource availability and mobilization
3. Systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability
Evaluation assess the efficiency of the project team in the utilization of resources, effectiveness in its operations and impacts realized from the project. Thus allowing project managers to analyze expected sustainability levels of the project.

Monitoring assesses progress and project objectivity if current project phase is on course; leading to the detection of deviation from set plan and rectification and early correction of externalities serve to improve on chances of projects sustainability.

8. State the extent to which Internal Resource has led to sustainability of programmes at KSB where 5= To a very great extent 4= To a great extent 3= Moderate extent 2= Little extent 1= No extent at all

1. To a very great extent [ ]
2. To a great Extent [ ]
3. Moderate extent [ ]
4. Little extent [ ]
5. No extent at all [ ]

Part III: Community Participation

9. This subsection is concerned with the effect of Community Participation on the sustainability of programmes at Kenya Society for the Blind. Please mark (x) in the box which best describes your agreement or disagreement; using a Likert scale where 1= Strongly Disagree; 2= Disagree; 3 =Neutral; 4= Agree and 5= Strongly Agree

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<td>Community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability</td>
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<td>Sustainability of projects is attained if communities own and manage these projects besides project managers.</td>
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<td>Community participation whereby people take control in</td>
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decision making of communal projects that directly affects and achieves sustainability due to the support and unity in purpose

Community participation in development of projects ensures people are readily involved shunning poor performance. This level of awareness and participation leads to better performance, productivity and consequently sustainability

Organized and planned methodologies by all stakeholders collaborating to achieve set objectives thus ensuring their sustainability since continuity is assured as a result of short term goals achievement

Community participation creates a sense of ownership which in turn enables project members use their strength and skills and a closer social interactions serving to create partnerships with all stakeholders hence leading to projects sustainability assurance.

10. State the extent to which Community Participation has led to sustainability of programmes at KSB where 5= To a very great extent 4= To a great extent 3= Moderate extent 2= Little extent 1= No extent at all

1. To a very great extent [ ] 2. To a great Extent [ ]
3. Moderate extent [ ] 4. Little extent [ ]
5. No extent at all [ ]

Part IV: Management Capabilities

11. This subsection is concerned with the effect of Management Capabilities on the sustainability of programmes at Kenya Society for the Blind. Please mark (x) in the box which best describes your agreement or disagreement; using a Likert scale where 1= Strongly Disagree; 2= Disagree; 3 =Neutral; 4= Agree and 5= Strongly Agree

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<td>Project’s failure or success is entirely dependent on the managerial performance of the project team</td>
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<td>Sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus</td>
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enhancing project sustainability even in the absence of external funding

Project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent

Project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability

Training of project teams had an influence on the sustainability of tree programmes

Manpower training and technological skills by management affected sustainability of programs

12. State the extent to which Management Capabilities has led to sustainability of programmes at KSB where 5= To a very great extent 4= To a great extent 3= Moderate extent 2= Little extent 1= No extent at all

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<td>Project managers with good management skills are regarded as good leaders</td>
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<td>thus steering organizations they lead to prosperity since sustainability</td>
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<td>are assured to a great extent</td>
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<td>Project managers with prior project exposure are better placed</td>
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<td>to steer current projects to success since they are able to handle</td>
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<td>obstacles more efficiently thus leading to improved project sustainability</td>
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<td>Training of project teams had an influence on the sustainability of tree</td>
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<td>Manpower training and technological skills by management affected</td>
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<td>sustainability of programs</td>
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13. This subsection is concerned with sustainability of programmes at Kenya Society for the Blind. Please mark (x) in the box which best describes your agreement or disagreement; using a Likert scale where 1= Strongly Disagree; 2= Disagree; 3 =Neutral; 4= Agree and 5= Strongly Agree

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<td>A project is deemed to be sustainable if it can be able to</td>
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<td>effectively meet set needs by benefiting the population</td>
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<td>A project is sustainable if short term outputs are highly</td>
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<td>appreciated by all stakeholders to the extent that these stakeholders</td>
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<td>are willing to commit their resources to ensure the continuity projects</td>
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<td>Project sustainability serves to ensure that accrued benefits are</td>
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<td>continuously felt for long periods</td>
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The degree with which projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability

Poor leadership, inadequate management skills and lack of top management support leads to poor projects sustainability

The incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed

14. State the extent to which factors influencing programme sustainability has affected the Sustainability of programmes at KSB where 5= To a very great extent 4= To a great extent 3= Moderate extent 2= Little extent 1= No extent at all

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THANK YOU
APPENDIX III: INTERVIEW GUIDE FOR MANAGERS

SECTION A: PERSONAL BACKGROUND
1. How long have you been working at Kenya Society for the blind? ....................
2. What services does KSB offer to visually impaired persons? .........................
3. Which are the major sources of financial resources for KSB? ......................
4. In what form does the community get involved at KSBs programmes? ...........

SECTION B: MONITORING AND EVALUATION
5. How does regular checking and assessment of project expenditure ensure sustainability of the programme? ...........................
6. What does transparency and accountability by the project team do in aiding in sustaining the programme?
   ...................................................................................................................
7. How does the involvement of stakeholders lead to a higher chance of project sustainability?
   ...................................................................................................................

SECTION C: INTERNAL RESOURCES
8. Would you say that the utilization of cheap internally available resource to KSB enhances the chances of project sustainable?
   ...................................................................................................................
9. What effect does accountability of resources (both internal and external) have on the sustainability of projects at KSB?
   ...................................................................................................................
10. Which impact does efficiency of project team, effectiveness in operation and proper utilization of resources at KSB have on sustainability?
    ...................................................................................................................
11. How does project objectivity, detection of deviation in set plans and rectification have on sustainability at KSB?
    ...................................................................................................................
SECTION D: COMMUNITY PARTICIPATION
12. How does community awareness and involvement of the current projects help in ensuring continuity of the programmes at KSB?

13. What does stakeholders’ collaboration in the planning, controlling, monitoring and evaluation have to do with programme continuity at KSB?

SECTION E: MANAGEMENT CAPABILITIES
14. How does experience and expertise knowledge of project management team affect the sustainability and continuity of the programmes at KSB?

15. In what ways does manpower training and gaining technological skills by the project teams affect the programmes at KSB?

16. Kindly let me know if there is anything else you would like to add that has not been covered in this interview so far?


APPENDIX IV: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:

MR. BUKHALA SOLOMON MAROBOLU

of UNIVERSITY OF NAIROBI, 0-100

nairobi, has been permitted to conduct

research in Nairobi County.

on the topic: FACTORS INFLUENCING

PROGRAMME SUSTAINABILITY IN

KENYA: A CASE OF KENYA SOCIETY FOR

THE BLIND.

for the period ending:

11th July, 2017

Applicant’s

Signature

Director General

National Commission for Science, Technology & Innovation

Conditions:

1. You must report to the County Commissioner and
the County Education Officer of the area before
embarking on your research. Failure to do so
may lead to the cancellation of your permit.

2. Government Officers will not be interviewed
without prior appointment.

3. No questionnaire will be used unless it has been
approved.

4. Excavation, filming and collection of biological
specimens are subject to further permission from
the relevant Government Ministries.

5. You are required to submit at least two (2) hard
copies and one (1) soft copy of your final report.

6. The Government of Kenya reserves the right to
modify the conditions of this permit including:
its cancellation without notice.

RESEARCH CLEARANCE

PERMIT

CONDITIONS: see back page

Republic of Kenya

National Commission for Science,
Technology and Innovation