

**FACTORS INFLUENCING SUSTAINABILITY OF CHURCH INITIATED  
INCOME-GENERATING PROJECTS: A CASE OF KIHUMBUI-INI  
PRESBYTERY IN KANDARA SUB-COUNTY,  
KENYA**

**BY**

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## **DECLARATION**

This research thesis is my original work and has never been presented in any other university for any other award.

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Date.....

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This research thesis has been prepared by the candidate and is being submitted for examination with my approval as University Supervisor.

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## **DEDICATION**

I dedicate this work to my wife, Beatrice Wanjiru, sons, Solomon Githinji, George Brian Wachira and David Muthui and daughter, Grace Nyambura.

## **ACKNOWLEDGEMENT**

Much appreciation go to my supervisor, Dr. Lydiah Wambugu, for her invaluable input in compiling this document.

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## ABSTRACT

Church-initiated income-generating projects are important in mitigating the daily challenges of livelihood which confront members of church and society at large. However, sustainability of church projects has not been without its fair share of shortcomings. Thus, the purpose of this study was to examine factors influencing sustainability of church-initiated income-generating projects in Kihumbu-ini Presbytery in Kandara Sub-county, Kenya. The objectives included; influence of stakeholders' training, church leadership support, availability of resources and monitoring and evaluation strategies on sustainability of church-initiated projects. The study was guided by the Resource Based Theory. The study applied mixed methods approach. The study employed explanatory sequential research design. The target population comprised of 70 members of the Youth Department Committees, 90 in Women's Guild Committees, 55 in Men's Fellowship Committees, 30 members of Church Committees and 92 members in the Pastor's Office all totaling to 337. Using The Central Limit Theorem, 100 respondents, that is, 30% of 337, were sampled. Stratified sampling was applied to create 5 strata based on the number of departments within Kihumbu-ini Presbytery. From each department, between 10% and 30% of the targeted population were sampled using simple random sampling to eliminate bias. Questionnaires were used to collect data from the Youth and Members in Pastors' Office whereas focus group discussions for Women's Guild Committees, Church Committee Members and Men's Fellowship who were divided into 5 convenient groups each consisting of 10 respondents. Piloting was conducted to establish validity and reliability of the research instruments. Data analysis began by identifying common themes. Irrelevant information was discarded whereas relevant information was assigned codes and labels. Frequency counts of the responses were obtained to generate descriptive information about the respondents and to illustrate the general trend of findings on the various variables that were under investigation. Qualitative data was analyzed thematically along the specific objectives and presented in narrative forms whereas the quantitative data was analyzed descriptively using Statistical Packages for Social Science (SPSS 23) and presented using tables. The study may benefit the church members in gaining insights on how churches can partner with local communities in identifying, implementing and managing projects to ensure sustainability. The study established that church stakeholders' training, leadership support, availability of resources and monitoring and evaluation influence sustainability of church-initiated projects. The study thus recommends that the churches should organize for suitable, relevant, appropriate and quality training before initiating projects. Church leadership, members and other stakeholders should accord the necessary support to the projects. Churches should ensure prudent use of the availability resources aimed towards sustainability of such projects. The churches should also seek other sources of financing to guarantee sustainability of church projects. Churches should adopt monitoring and evaluation mechanisms which are effective in guaranteeing further funding and eventual sustainability.

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## **ACRONYMS AND ABBREVIATIONS**

<b>FAO</b>	Food and Agriculture Organization
<b>MDGs</b>	Millennium Development Goals
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NGOs</b>	Non-Governmental Organizations
<b>SPSS</b>	Statistical packages for Social Sciences

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

In developing countries, national and regional governments, local and international NGOs and other concerned organizations invest large sums every year for the implementation of church-initiated income-generating projects (Callaway, 2000). However, construction of church-initiated income-generating projects does not help if they fail after a short time. In order to make the investment in church projects more effective, failure rates of these systems should be reduced.

In a longitudinal study conducted in the United Kingdom, Blewitt (2008) posited that to ensure sustainability of church-initiated income-generating projects, it is critical to integrate potential beneficiaries of the projects in decisions concerning planning construction and management of such projects. Blewitt (2008) showed that about 33% of church-initiated income-generating projects in the Netherlands are non-functional due to lack of funds for operation and maintenance, inadequate community mobilization and commitment, less community participation in decision making as well as lack of spare parts.

Consistent with these assertions, World Vision (2009), in a study conducted in New York amongst 11 churches, reported that community issues like perceived lack of ownership, lack of education on income-generation projects and poor management system are related to low sustainability rates of church-initiated income-generating projects. World Vision (2009) further indicated that the sustainability of church projects is correlated with institutional, social, technical, environmental and financial dimensions. In other words, enhancing the capacity of the church members or community in planning, implementation, development and

maintenance of such church initiated projects are the first step towards the sustainability development. These findings point to the fact that, as the church members provide volunteer or low-cost labor during construction or contributes locally available materials, the sense of ownership increases and this involvement in the planning stage of the project may provide the local knowledge necessary to avoid misuse of the projects.

In most countries in Sub-Saharan Africa, failure rates of many church-initiated projects is alarming with most church development efforts in Africa have failed to deliver their promises. In Nigeria, recent years have seen growing criticism of church development strategies, followed, with minor adjustment (Odekunle, 2010). These conventional strategies have seen development primarily as series of technical transfers aimed at boosting production and generating wealth amongst church members (Odekunle, 2010). In practice, conventional projects usually target medium to large scale “progressive” producers, supporting them with technology, credit and extension advice in the hope that improvement will gradually extend to more backward strata of rural society.

In the same vein, Shoo (2004), in a study carried in Tanzania argued that the basic fault in the conventional approach is that the poor are rarely consulted in the development planning of church projects and usually have no active role in such development activities. Isolated, uneducated and often dependent on rural elites they lack the means to win greater access to resources and markets, and to prevent the imposition of unworkable projects or technologies. Shoo (2004) thus posit that unless the rural poor are given the means to participate fully in development, they will continue to be excluded from the benefits of church-initiated income-generating projects. This realization is provoking new interest in an alternative rural development approach, that of participation through community organizations controlled and financed by the poor (Odekunle, 2010).

This new approach is based on the concept of sustainability, which is about the social, economic and environmental pieces of a community (Odekunle, 2010). In Kenya, an estimated two million people are being positively impacted by church-initiated income-generating projects efforts. The focus of such projects has included interventions in education, water, sanitation, health care, agriculture, spiritual nurture, community capacity building as well as micro-enterprise development (Kariuki, 2013). Church projects are planned for a certain period of time called gestation period or life-span after which they come to an end and the members are expected to continue running the project and make them self-sustaining.

In Kihumbui-ni Presbytery, churches in partnership with communities do establish church projects. However, the project activities collapse following the phase-out of funders support. A World Vision (2009) evaluation report analysis show that, most church projects have failed to sustain themselves, become self-reliant and the church has failed to continue running them after funding organizations withdraw their support. Some factors which should have been worked out, in order to stop this trend of projects collapsing are not done despite support being meant for a specified period with the objective of making the projects self-reliant. It was against this background that the study sought to evaluate the factors influencing sustainability of church-initiated income-generating projects in Kihumbui-ni Presbytery, Kandara Sub-county.

## **1.2 Statement of the Problem**

Church projects have had tremendous benefits to different stakeholders. They have led to improved socio-economic status and social security of different members of the church. However, in Kihumbui-ni Presbytery sustainability of church initiated income-generating projects have had their fair share of challenges. The failure rates of such projects have been

on the rise. Concerted efforts to mitigate these challenges have not yielded much progress. However, empirical studies have not interrogated how leadership support, pre-requisite skills, resources and monitoring and evaluation strategies influence sustainability of church-initiated income generating projects which informed the intention of this study.

### **1.3 Purpose of the Study**

The study sought to evaluate factors influencing sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya.

### **1.4 Objectives of the Study**

1. To investigate the influence of stakeholders' training on sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya;
2. To investigate the influence of church leadership support on sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya;
3. To investigate the influence of availability of resources on sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya;
4. To investigate the influence of monitoring and evaluation strategies on sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya.



## **1.5 Research Questions**

1. What is the influence of stakeholders' training on sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya?
2. How does church leadership support influence sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya?
3. To what extent does availability of resources influence sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya?
4. What is the influence of monitoring and evaluation strategies on sustainability of church initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county, Kenya?

## **1.6 Significance of the Study**

The church members may benefit from the findings of this study by gaining insights on how churches can partner with local communities in identifying, implementing and managing projects to ensure sustainability. The church project managers may gain an understanding of the determinants influencing sustainability of church-funded project of church based organization on and use the research findings to improve on their own performance in managing donor funded projects. The church community may understand their role in the donor funds management and projects successes. The government policy makers, who include planners, may gain an understanding the determinant influencing sustainability of church-funded project, and may therefore undertake a policy review and formulate policies that address the findings of the research.

This may enhance the chances of not only meeting the Millennium Development Goals (MDGs), but also the Vision 2030. This study may make a significant contribution to the growing body of research on effective use of church-funded projects and their sustainability. The findings may also be used as a source of reference by other researchers.

### **1.7 Delimitation of the Study**

The study was conducted in Kihumbui-ni Presbytery in Kandara Sub-county. This is due to the fact that in Kihumbui-ni Presbytery has registered the highest number of church-initiated projects, but the failure rates of such projects are high. Data was collected from the Members of Pastors' office, Youth, Women's guild, Men's Fellowship and Church Committee Members since they play critical roles in the initiation of church projects. The study focused on stakeholders' training, church leadership support, availability of resources and monitoring and evaluation.

### **1.8 Limitations of the Study**

The results of the study may not be generalized to other churches in other regions which may have unique dynamics other than the variables under investigation. Some of the respondents were unwilling to volunteer truthful information for fear of victimization. In this case, the researcher explained to the respondents that study aimed at providing a firm foundation of knowledge upon which sustainability of church-funded projects can be guaranteed.

### **1.9 Basic Assumptions of the Study**

The following were the assumptions of the study:

1. That the respondents would be honest and would volunteer correct information
2. That all the participants would be competent to respond to the research questions

## **1.10 Definitions of Significant Terms**

**Availability of resources** refer to presence of materials which help church to initiate income-generating projects.

**Church leadership** is the kind of support offered by the church to enhance sustainability of church-funded projects. These can be in form of attitude, provision of lands and infrastructure.

**Church-initiated Income-generating projects** are the kinds of income-generating projects which are conceived, funded and managed by church to enable vulnerable church members generate incomes.

**Factors** are various aspects or dynamics which determine the success or failure of church-initiated income-generating projects. They include; stakeholders' training, church leadership support, availability of resources and monitoring and evaluation.

**Monitoring and evaluation** refers to the process of assessing the extent to which church-initiated projects have progressed.

**Stakeholders' training** is the imparting of necessary skills and knowledge to different stakeholders within the church to enable them effectively manage the projects initiated by the church.

**Sustainability of church projects** is the goal of creating and successfully launching a project that is capable of continuing to generate benefits for an extended period of time.

## **1.11 Organization of the Study**

The study was organized in three chapters, that is, chapters one, two and three. The first chapter consisted of background of the study, statement of the problem, purpose, objectives, of the study, research questions, significance, delimitation, limitations and basic assumptions of the study. This chapter also provides definitions of significant terms. Chapter two contained the literature review based on the research objectives citing research and knowledge gaps to be filled. It also provides the theoretical and conceptual frameworks for the study. Chapter three contain the research methodology adopted. Chapter four provides the data analysis, presentation and discussions whereas chapter five provides a summary of the research findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter highlights the literature of the previous studies covered related to the researcher's area of study and is based on the concept of sustainability of church-initiated projects, stakeholders' training, church leadership support, availability of resources and monitoring and evaluation in relation to sustainability of church-initiated projects. This chapter also provides theoretical and conceptual frameworks. It also provides a summary of literature reviewed with research and knowledge gaps identified.

#### **2.2 The Concept of Sustainability of Church-Initiated Projects**

There are many definitions of sustainability and sustainable development as there are groups trying to define it (Blewitt, 2008). All the definitions have to do with living within limits; understanding interaction among economy, society and environment and equitable distribution of resources. Daly (2010) notes that sustainability is an issue of all communities from small rural towns that are losing the natural environment upon which their jobs depend and to large metropolitan areas where crime and poverty are decreasing the quality of life.

Hak and Dahl (2007) state that sustainable indicators measure whether a community is getting better or worse at providing all its members with productive, enjoyable life, both now and in the future. To some, sustainability implies persistence and the capacity of something to continue for a long time. To others, it implies resilience and the ability to bounce back after unexpected difficulties. With regard to the environment, it means not damaging or degrading natural resource (Rutatora, 2002). To enhance sustainability sufficient resources have to be invested in building the technical, organizational and management capabilities of key institutions so that the needed support can be provided (FAO,2012).

Pearce (2006) defines sustainability as a general requirement that a vector of development characteristics be non-decreasing over time; where the elements to be included in the vector are open to ethical debate and where the relevant time horizon for practical decision-making is similarly indeterminate outside of agreement on intergeneration objectives. This level of generality may seem unsatisfactory, but the essential point is that what constitutes developments and the time horizon to be adopted are both ethically and practically determined.

ILO (2010) outlines indicators for project sustainability as a conducive policy environment; clear and realistic goals; project design corresponding to the managerial and technical capacity of recipients; economic soundness and sustainability; affordability in terms of initial costs and operations and maintenance; active involvement of local authorities and target groups including women; choice of technologies appropriate to the economic and social conditions of the recipient; realistic time frame; adequate maintenance and support systems compatibility with domestic socio-cultural environments; and environmental sustainability.

Clark (2009) pointed out that for a project to be sustainable, it must address the needs and aspirations identified by the beneficiaries and this can only come about through genuine participation of these primary stakeholders. In that case, participation is defined as a process through which stakeholders' influence and share control over development initiatives and the decision and resources which affect them (UNDP, 2008).

A project or programme is said to be sustainable if it continues to deliver services or benefits after the donor's technical, managerial and financial support has ended (USAID, 2007).

Sustainability refers to an outcome that exists for a prolonged period of time. As adopted by FAO (2000a) and Lovell (2002), the term sustainability with regard to development programmes, is the ability of the local community to meet the costs of the programmes.

It means that benefits flowing from a development programme to continue, and it will be able to be maintained after external intervention or donor funding has been withdrawn. Sustainability is dependent on the degree of self-reliance developed in target communities and on the social and political commitment in the development projects. According to UNDP studies (FAO, 2000b) sustainability can be achieved primarily by capacity development on the clientele at individual, social, institutional and system levels. The evaluation done by the Integrated Rural Development Projects (IRDPs) revealed that no progress can be made without training, but training alone is not enough to bring about a substantial change on the part of the farmers. For project sustainability, there has been increasing consensus at both national and donor levels that involvement of all beneficiaries in the project design is of crucial importance (Howllet and Nagu, 2001). The most important thing is to empower those who have no power; the most vulnerable groups in the society, those generally targeted by development programmes.

### **2.3 Stakeholders' Training and Sustainability of Church-Initiated Projects**

Sustainability of church projects depends largely on stakeholders' technical skills and knowledge. Cognizant of this fact, Cole (2002) indicated that improving professional skills in the church projects is necessary if losses are to be kept at a minimum. These assertions lend credence to the findings of a longitudinal study conducted in Australia in which AusAID (2000) indicated that technical training and capacity building is required to enable church members and other stakeholders to utilize the church projects. AusAID (2000) further revealed that smallholder groups, which have to bulk and market collectively in order to meet quantity and quality requirements under the church projects, will experience considerable difficulty unless adequately trained. Consistent with these assertions, Boydell (2010), in a study conducted amongst 112 churches in Thailand, indicated that church members and other

stakeholders in church projects as well need training to enable them understand the demands of church projects. Most church projects have training and capacity building components but it is important to develop institutional capacity to deliver the required training on a sustained basis at national and regional levels. In the United States, stakeholders in church projects have initiated a process to establish a regional institute which offers requisite training for various players in the implementation and sustainability of church projects and it is expected that the institute would collaborate with relevant national training institutions to deliver the training programmes.

On the same breath, in a longitudinal study conducted in South Africa amongst churches in Cape Province, Harvey & Reed (2007) argued that efforts be made to enhance the understanding of technicalities involved in church projects and market participants in church projects. Harvey & Reed (2007) further asserted that understanding is a key ingredient for trust; given most churches' lack of familiarity with different aspects of projects, improvements to legal, regulatory and institutional conditions will only be effective if they are accompanied by a programme for strengthening churches' and stakeholders' understanding. This may require training and capacity building to overcome stakeholders' initial reluctance to adopt new techniques in church projects.

To support these findings, Bagachwa (2011), in a cross-sectional study carried out in Eastern Tanzania, indicated that highly educated church staff and other stakeholders are more likely to implement and facilitate the implementation and ensure sustainability of church projects to enhance social security for the vulnerable, alleviate poverty and increase church projects. Bagachwa (2011) further posited that the adoption of continuous training solutions can play an important role in increasing the awareness of the huge potentialities of church projects for concrete situations.



In these ways, church members and other important players in church projects can acquire a learning culture, integrating the training in their work activities and understanding in depth the potentialities of church projects. Keely (2001) expressed similar views in a study conducted in Uganda in which he indicated that to augment the implementation and sustainability of church projects and to maintain a professional relevance, it is important that stakeholders in church projects undergo a process of continuous learning and training. Keely (2001) considered recurrent learning process as, workplace-related learning or on-the-job training, that is, learning related to work that takes place in and at institution as well as outside the workplace. He further indicated that the training process becomes ever more complicated, while considering the changing structure of societies due to demographic changes as well as the changing habits of senior persons towards learning and training.

In Kenya, the process of professional development in most churches begins to rapidly slowdown from the age of 40 onwards (Amos, 2005). Moreover, it is reported that senior church members do not respond to the training on church projects that takes place in organizations. It is stated that the stakeholders' training provides significant advantage for both the church members, instead of relying on external parties, is brought about and carried on by those who know the church projects' history (Amos, 2005). In a longitudinal study conducted in Mutomo District, Githinji (2013) revealed that small-scale churches are likely to benefit indirectly from improved church projects. Githinji (2013) posited that efforts be made to enhance their direct participation in church projects which requires institutional strengthening and capacity building of associations and cooperatives.

In Kihumbui-ni Presbytery in Kandara Sub-county where sustainability of church-initiated projects has not been smooth, an effective training system must combine different approaches to obtain the goal of the corporate training strategy, which is a skilled workforce (Karanja,

2014). Application of church projects and web-based technology can be didactic, support problem-solving activities and provide a collaborative environment for implementation and sustainability of church projects. However, the studies by Karanja (2014) fell short of establishing the link between stakeholders' training and sustainability of church projects. Karanja (2014) has not identified which specific kind of training stakeholders in church projects need to influence or facilitate the sustainability of the church projects.

#### **2.4 Church Leadership Support and Sustainability of Church-Initiated Projects**

Church leadership support contributes immensely to the sustainability of church-initiated income-generating projects. This is done by introducing proper legislation; and developing understanding, skills and capabilities in sustainability of church projects. Whether the first or the second track should receive stronger donor support depends on the situation at hand. In a study conducted in the United Kingdom, Hak & Dahl (2007) indicated that technical assistance offered by stakeholders help to understand what is involved in improving the demands of the church projects, including options for developing a legal framework and designing key elements of the sustainability process. Hak & Dahl (2007) posited that experience suggests that a promising approach is to start with limited and focused assistance in drafting the enabling legislation necessary and provision of infrastructure for proper sustainability of the church-initiated income-generating projects.

The attitude of church leaders and other stakeholders towards sustainability of church-initiated income-generating projects is critical to the success of its implementation. To corroborate these findings, Fritz (2005), in a longitudinal study conducted amongst 121 church members in the Netherlands, indicated that, in evaluating success of sustainability of church-initiated income-generating projects and practices, elements are needed to be taken into consideration such as values and motives, which influence the perceptions, attitudes,

induction and decisions of those who are responsible for the performance of the church projects. Fritz (2005) further posited that attitude especially that of stakeholders, is one of the fundamental dynamics influencing the sustainability of church-initiated income-generating projects by enhancing development of more projects, poverty alleviation and social security for the vulnerable. To lend credence to these assertions, Chandra (2007), in a study conducted in New Delhi, India, revealed that stakeholders support through positive attitude toward church projects is considered as a stakeholder's overall affective reaction to sustainability of the same. Chandra (2007) further argued that stakeholders support and attitude towards church-initiated income-generating projects is made up of beliefs about engaging in the behavior and the associated evaluation of the belief.

Chandra (2007) indicated that the more favorable attitude or support the stakeholders provides towards sustainability of church-initiated income-generating projects, the more likely that stakeholders are to embrace the church projects and in the end, manifests enhanced social security for the vulnerable and poverty alleviation besides initiation of more projects. These findings affirm the fact that changing stakeholders' attitudes and improving stakeholders' support influence the sustainability of church-initiated income-generating projects. In most countries in Sub-Saharan Africa, effective stakeholders within the church is important in coordinating and supporting church projects' sustainability (Harvey & reed, 2007).

In a study conducted amongst churches in Nigeria, Odenkule (2010) revealed that, as key drivers of sustainability process, church leaders and stakeholders can facilitate and support the idea of implementing church projects. To achieve this, stakeholders need to appreciate that, the idea to implement church projects is not only about income-generation, but also about transformation of working atmosphere and attitude in their communities (Odenkule,

2010). By being role model in project management, visionary planners and custodian of church-initiated income-generating projects, stakeholders such as church members should be committed, champion and have interest in the sustainability of the projects within the church. They should lead transformation of the projects by being passionate, active and enthusiastic (Odenkule, 2010). In other words, stakeholders of church-initiated income-generating projects should be involved, concerned and supervise the whole process, through promoting training, facilitation, induction and sharing decision making with other stakeholders, delegating responsibilities and maintaining clear vision of the projects' implementation and their sustainability.

In Kenya, Imenti North and Kihumbui-ni Presbytery, Kariuki (2013) indicated that, to be able to lead the sustainability, stakeholders should be dedicated to sustainability of church-initiated income-generating projects, be creative thinker, people centered, maintenance of professionalism and standard during the implementation process. Kariuki (2013), in a study conducted amongst congregants of Methodist Church in Imenti North District, argued that in many instances, stakeholders' support in sustainability of church-initiated income-generating projects in their locality through acquiring the needed infrastructure is critical. However, very few, if any, used these facilities in significant way with church members, therefore lacked necessary vision and knowledge to lead transformation through sustainability of the church projects.

Sustainability of church-initiated income-generating projects is becoming more essential to communities and success of project initiation and implementation is often due to existence of effective community stakeholders. Despite these assertions, Kariuki (2013) has not indicated which kind of church leadership's support would be more effective in enhancing sustainability of church-initiated income-generating projects; thus the study.

## **2.5 Availability of Resources and Sustainability of Church-Initiated Projects**

Sustainability of church-initiated income-generating projects often involves huge upfront costs, for example, investment in production, training of workers, marketing and research development. The success of sustainability of church-initiated income-generating projects also depends on availability of land, pre-requisite infrastructure and financial resources. Fritz (2005) pointed out that church members need to have an incentive to invest in church projects only if it can later obtain profits that justify the initial investment in the church projects.

Sustainability of church-initiated income-generating projects as stated by Chandra (2007), involves different costs and these costs are both direct and indirect. They further indicate that indirect cost is more significant than direct costs. In other words, organizational cost can arise from the transformation from the old project initiatives or practices to the new project implementation practices. At first a temporary loss in productivity may be experienced and further additional organizational cost may be experienced once the basic functions of the church project implementation are in place (Hussey, 2009). Stakeholders' time could also be a significant indirect cost because time is spent leading, planning and organizing the integration of new systems into current work practices. In addition, the result of implementing newly initiated church projects may force stakeholders to spend time revising, approving and subsequently amending their church projects' implementation strategies.

In a study conducted in Uruguay, Sanga (2009) asserted that stakeholders' understanding of church projects' initiation and implementation processes and their willingness to engage in it are critical conditions for the success of sustainability. Sanga (2009) further indicated that if all the elements of church projects described are in place, investments in church projects constitute high-quality collateral, and banks face limited risks. To corroborate these findings, in a study conducted in Chicago, Norton & Bryan (2005) revealed that perceived cost can

also be viewed from two perspectives, cost involved in acquiring the infrastructure and cost savings that will be achieved both by the churches and the targeted clientele. Consistent with these assertions, Cole (2002) indicated that availability of funds for initiation of church projects is an important factor in the initiation and implementation of church projects. Given these scenario, the higher the costs adoption of the innovation, the slower the pace of implementation and sustainability is likely to be. In Venezuela, the cost factor was studied by various researchers and found direct and significant relationship between cost and sustainability of church-initiated income-generating projects (Madison, 2009).

In Africa, most churches have a weak financial capacity to invest in different projects and equipment for better stakeholders of their business as their financial capacity is limited to the basic requirements of project implementation and sustainability (Howllet & Nagu, 2001). A study conducted in Ethiopia, Tyrrel & Howsam (2009) revealed that there is a statistically significant relationship between financial capacity and sustainability, implying that financial capacity of any church determines its ability to initiate church projects. Tyrrel & Howsam (2009) further revealed that most churches believe that the cost of church projects is high, discouraging investment in them. These findings affirm the fact that availability of fund has had a negative impact on sustainability of church projects.

To corroborate these assertions, Obbo (2003), in a study conducted in Ndola Province in Zambia, indicated that lack of funds, poor or lack of infrastructure and personal factors were the main challenges to sustainability of church-initiated income-generating projects. Obbo (2003) indicated that many developing countries still have poor infrastructure which results in higher costs of implementation and eventual sustainability. Obbo (2003) further indicated that, owing to the additional charges involved, such as costs for buying materials, paying labor, maintenance and costs of transport of finished products to the market, sustainability of

church-initiated income-generating projects is yet to be fully realized. In Kenya and Kandara Sub-county by extension, the complexity emanates from stakeholders' cost-benefit analysis in the sustainability of church-initiated income-generating projects and is contradicting since efficiency-inefficiency doubt is inbuilt. While the control-chaos philosophy has perverted the minds of adopters, the decision to adopt or to use is challenging (Gitonga, 2009). However, identifying the influence of perceived ease of project implementation in Kenya and Kandara Sub-county context is important to sustainability of church-initiated projects and indeed a prerequisite for local and global competitiveness.

Considering Kihumbui-ni Presbytery, there are no exceptions and infrastructure for financing of church-initiated income-generating projects is crucial. In a study conducted in Kangema District, Karanja (2014) posited that many churches have a very low financial base from which to implement projects. However, Gitonga (2009) and Karanja (2014), in their empirical studies, have not indicated how mere availability of resources influences sustainability of church projects and guarantee social security for the vulnerable and more projects and thus; a research gap which this study sought to address.

## **2.6 Monitoring/Evaluation in Relation to Sustainability of Church-Initiated Projects**

Evaluation and monitoring are important in guaranteeing sustainability of church-initiated income-generating projects. Baker (2000) asserts that stakeholders in church-initiated projects need feedback since it is important for their progress and advancement. Church organizations apply performance appraisal evaluation to measure the success of church projects, which can help in defining and developing future financial planning for the organizations. Monitoring and evaluation of the progress of church initiated projects may also help in improving quality of project activities which in turn results in greater benefits. In a longitudinal study carried out in Boston to evaluate the efficacy of project sustainability

which were organized for a group of stakeholders, Catley (2008) indicated that assessing the progress of projects is one of the most important responsibilities of a manager. Monitoring and project evaluation activities should be integrated into the overall implementation plan to determine how effectively the project implementation and sustainability efforts are progressing. Catley (2008) intimated that among the most common types of evaluations are those that measure progress during the course of projects. Similar studies conducted in the United Kingdom by Hussey (2009) indicated that it is necessary to have project performance appraisals for stakeholders in a period of time; the evaluation comes out from feedback of their representatives, co-stakeholders and the projects' process. The study further asserted that the evaluation encourages and motivates stakeholders to work harder and better in the future, and also helps them to improve their skills and abilities by rewarding, compensating and more practicing.

In a study conducted to ascertain the benefits of participatory evaluation in church stakeholders' projects project designed for women groups in Bangladesh using outside financial consultants, Cromwell and Kolb (2004) asserted that participatory evaluation shifts the control of project knowledge back to the participants. This process assists stakeholders and church organizations in assessing information and making decisions, in taking responsibility and control. The a study further asserted that another value of a participatory evaluation is the resulting improved understanding and increase in morale that it can bring to the project team and the project beneficiaries alike (Cromwell and Kolb, 2004).

This case study illustrates the values and benefits that can result from conducting a well-planned participatory evaluation. The stakeholders in church projects formed a four-member team to lead the evaluation. The team consisted of a financial consultant, a consultant on women and stakeholders' development, the project coordinator, and the evaluation officer of



the funding agency. These research studies attest to the fact that evaluation or follow-up of church projects is important for stakeholders' development and measures can be taken at different stages on a daily or weekly basis. In Ethiopia, church organizations have embraced the principles of evaluation and follow-up of the stakeholders' projects (Admassu, Abera & Misiganaw, 2002). Evaluating the outcome of church projects is usually done at the end of a major project cycle, such as after one, two, or three years. These evaluations are often performed by a team that can spend the time to collect data, make judgments, and propose recommendations for future action (Admassu et al, 2002). In church projects, all operations and issues that contribute to planning and implementation of a project can be evaluated. This can include many items, such as, the effectiveness of the financial projects methods and relevance of projects' materials and projects' content to the backgrounds of the stakeholders.

In his journal about reforms in Kenyan Public Service designed to ascertain the effectiveness of follow-up or programme evaluation on projects, Lubembe (2012) revealed that the reason for evaluating is to determine the effectiveness of projects. When the evaluation is done, it is hoped that the results are positive and gratifying, both for those responsible for the program and for upper-level managers who will make decisions based on their evaluation of the program. The study further revealed that much thought and planning need to be given to the program itself to make sure that it is effective. Lubembe (2012) revealed that for institutions which did an evaluation of the projects witnessed improved service delivery. The case is similar for church-initiated projects.

Considering Kihumbui-ni Presbytery in Kandara Sub-county, scenario is similar with most church organizations having embraced evaluations models for church-initiated projects with more focus on goal or objective-based vs. systems-based models. Karanja (2014) indicated that the results of the evaluation are used to guide decision-making around various

components of the projects such as instructional design, delivery, results and its overall continuation, modification or elimination. Despite these observations, sustainability of church projects in Kihumbui-ni Presbytery in Kandara Sub-county has been wanting. This is attributed to the fact that Cromwell and Kolb (2004) and Karanja (2014) have not defined the steps necessary to achieve purposes and have not addressed the ways to utilize results to improve projects. Naturally, many church organizations do not use the entire model, and church projects ends up being evaluated only at the reaction, or at best, at the learning level.

As the level of evaluation goes up, the complexities involved increase. On the same breath, the reviewed studies have not indicated that systems-based models may not represent the dynamic interactions between the design and the evaluation of projects. None of these project monitoring and evaluation models provide tools for evaluation. Furthermore, these models do not address the collaborative process of evaluation, that is, the different roles and responsibilities that different stakeholders in church projects may play during an evaluation process. These research and knowledge gaps sustained the curiosity of the researcher and thus seek to examine the influence of monitoring and evaluation on sustainability of church-initiated income-generating projects in Kihumbui-ni Presbytery in Kandara Sub-county.

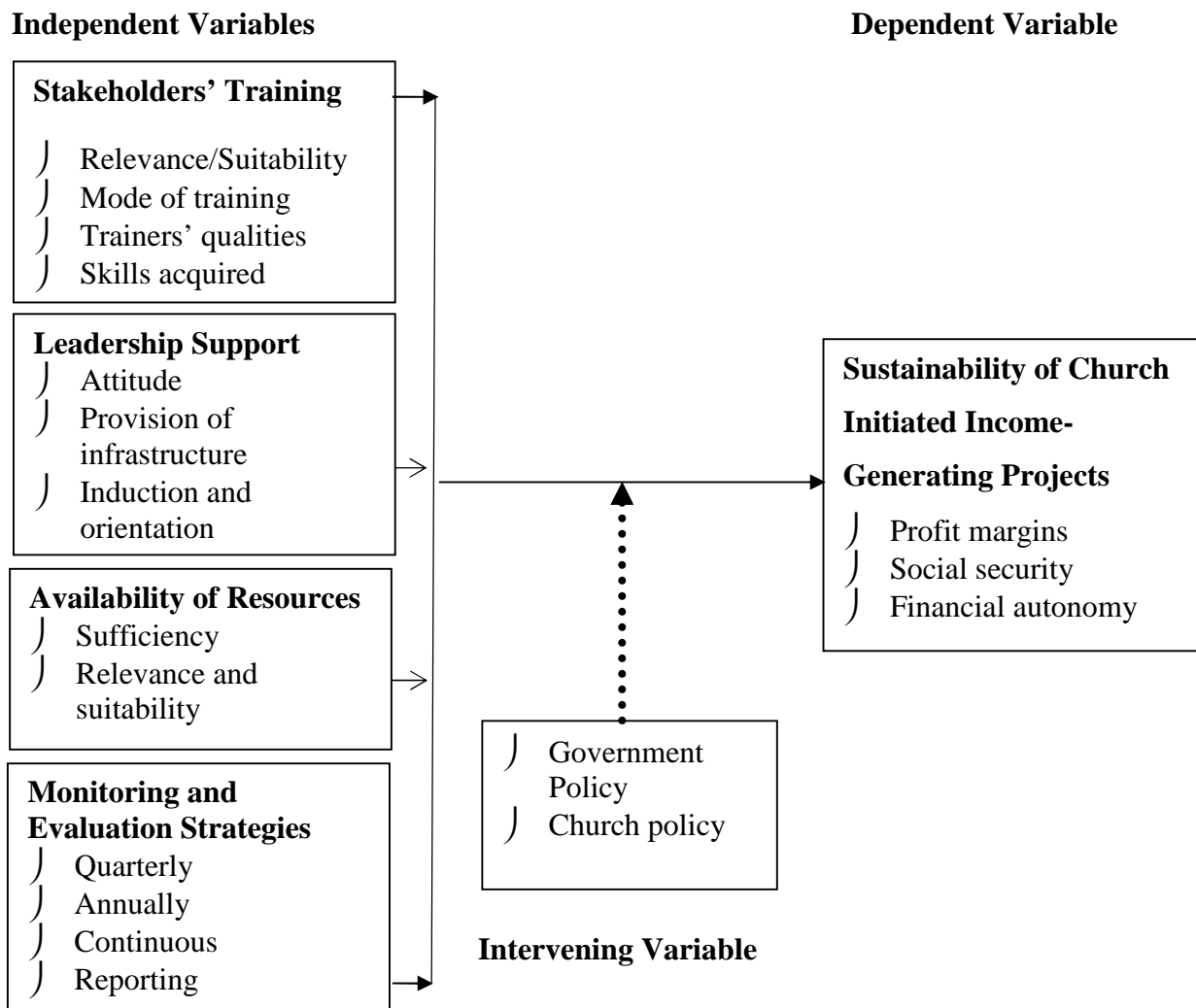
## **2.7 Theoretical Framework: The Resource Based Theory**

This study was guided by the Resource Based Theory which was postulated by Barney (2001). One of the key premises of this theory is that it holds that firm resources can be classified into three categories: physical capital resources, human capital resources, and organizational resources. Physical capital resources include the firms' physical assets such as equipment and access to raw materials. Human capital resources include individual skills and capabilities associated with the people working in a company. Organizational capital resources include informal relations amongst the people within a firm and between the firm

and its environment. Although this theoretical framework is developed based on an insight from businesses and companies in regular markets, the logic is applicable also in developing countries and also among project management and sustainability. According to Doyel (2010), projects are in need of such resources and the usual way of acquiring them is through effective management and prudent planning in order to guarantee project sustainability. At the same time, the project team needs to have adequate knowledge and skills to run the projects. This kind of resources cannot be purchased but may be acquired through staff training. Finally, having the right skills and the money to start a project is not enough; the project team needs to get in touch with local community or stakeholders for support among other factors. In the context of this study, in order to create a sustainable environment, the project team needs resources within all three resource categories which rationalizes the use of this theory in this study.

## 2.8 The Conceptual Framework

The conceptual framework for this study was based on stakeholders' training, leadership support, availability of resources and monitoring and evaluation strategies which constituted independent variables. The dependent variable for this study was sustainability of church initiated income-generating projects. The intervening variables for this study included government policy and church policy as shown in Figure 1;



**Figure I: The Conceptual Framework of the Present Study**

## **2.9 Summary of Literature Review and Research Gaps**

It is evident that there are several factors which influence sustainability of church-initiated income-generating projects. These include; stakeholders' training, church leadership support, availability of resources and monitoring and evaluation. However, the review has revealed numerous research and knowledge gaps. On stakeholders' training, a study by Karanja (2014) fell short of establishing the link between stakeholders' training and sustainability of church projects. They have not identified which specific kind of training stakeholders in church projects need to influence or facilitate the sustainability of the church projects.

On church leadership support, a study by Kariuki (2013) has not indicated which kind of church leadership's support would be more effective in enhancing sustainability of church-initiated income-generating projects. On availability of resources, studies by Gitonga (2009) and Karanja (2014), in their empirical studies, have not indicated how mere availability of resources influences sustainability of church projects and guarantee social security for the vulnerable and more projects. On monitoring and evaluation, studies by Cromwell and Kolb (2004) and Karanja (2014) have not defined the steps necessary to achieve purposes and have not addressed the ways to utilize results to improve projects. Naturally, many church organizations do not use the entire model, and church projects ends up being evaluated only at the reaction, or at best, at the learning level.

Reviewed studies have not indicated that systems-based models may not represent the dynamic interactions between the design and the evaluation of projects. None of these project monitoring and evaluation models provide tools for evaluation. Furthermore, these models do not address the collaborative process of evaluation, that is, the different roles and responsibilities that different stakeholders in church projects may play during an evaluation process. These were the research and knowledge gaps which this study sought to address.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter, the study describes the research design; location of study; target population; sample size, sampling techniques and procedure; data collection instruments; methods of testing the validity and reliability of instruments. The chapter also highlights the research procedure which the researcher adopted and data analysis techniques which were used after data collection.

#### **3.2 Research Design**

The study applied mixed methods approach, that is, both quantitative and qualitative methods since the researcher collected and analyzed both quantitative and qualitative data. The study applied explanatory sequential research design which involved collecting, analyzing, and mixing both quantitative and qualitative research and methods in a single study to understand a research problem. Because this design begins with collection of quantitative data, the researcher placed greater emphasis on the quantitative methods than the qualitative methods. The researcher then merged the two data sets by bringing the separate results together in the interpretation.

#### **3.3 Target Population**

According to Orodho (2005), a target population is generally a large collection of individuals or objects that is the main focus of a scientific inquiry and it is for the benefit of the population that researches are done. The target population of this study included; 70 members of the Youth Department Committees, 90 in Women's Guild Committees, 55 in Men's Fellowship Committees, 30 members of Church Committees and 92 members in the Pastor's Office all totaling to 337 as shown in the Table 3.1;

**Table 3.1: Target Population of the Study**

<b>Categories</b>	<b>Target Population</b>
Youth Department Committees	70
Women's Guild Committees	90
Men's Fellowship Committees	55
Church Committee Members	30
Members in Pastors' Office	92
<b>Total</b>	<b>337</b>

**Source: Kihumbu-ini Presbytery (2016)**

### **3.4 Sample Size and Sampling Procedures**

A sample is defined as a subset of a population (Kothari, 2005). Using The Central Limit Theorem, the researcher 100 respondents. The Central Limit Theorem states that, for any sample size,  $N \geq 30$ , sampling distribution of means is approximately a normal distribution irrespective of the parent population (Kothari, 2005). It thus allows the researcher to select,  $N \geq 30$  from the target population. The researcher applied stratified sampling to create 5 strata based on the number of departments within Kihumbu-ini Presbytery. From each department, between 10% and 30% of the targeted population will be using simple random sampling since it will eliminate bias and favoritism as shown in Table 3.2;

**Table 3.2: Sample Size Grid**

<b>Categories</b>	<b>Sample Size</b>
Youth Department Committees	21
Women's Guild Committees	25
Men's Fellowship Committees	17
Church Committee Members	9
Members in Pastors' Office	28
<b>Total</b>	<b>100</b>

**Source: Researcher (2016)**

### **3.5 Research Instruments**

These are tools which were used to gather information about the specific set themes of research objectives. These included questionnaires and focus group discussions.

#### **3.5.1 Questionnaire**

Morse (2000) defines a questionnaire as a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents and is often designed for statistical analysis of the response. The researcher applied a self-designed questionnaire to collect data from the Youth and Members in Pastors' Office. The questionnaire was divided into two parts. The first part consisted of information on respondents' demographic profiles, while the second part contained 5-point Likert type of questions on the research objectives. The respondents were also assured of confidentiality.

#### **3.5.2 Focus Group Discussions**

According to Kothari (2005), a focus group discussion is a form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes towards a product, service, concept, advertisement, idea, or packaging. Questions are asked in an interactive group setting where participants are free to talk with other group members. This method was appropriate for gathering information from Women's Guild Committees, Church Committee Members and Men's Fellowship who were divided into 5 convenient groups each consisting of 10 respondents. The questions for discussions were drawn from the objectives of the study.



### **3.6 Piloting of Instruments**

Piloting of research instruments was conducted by administering some questionnaires to 2 Youths and 3 Members from Pastor's Office in Kihumbu-ini Presbytery in Kandara Sub-county since according to Kothari (2005), a pilot sample should constitute 10% of the study sample. The purpose of conducting the piloting was to check on suitability and the clarity of the questions on the instruments designed, relevance of the information being sought and the language used and to test the reliability and validity of the instruments. The respondents who participated in the piloting were not included during the actual data collection.

#### **2.6.1 Validity of Research Instruments**

Bland (2000) defines validity as the degree to which a test measures what it purports to measure. Content validity of an instrument was improved through expert judgment. Expert opinions helped to establish content validity. Thus, the researcher sought assistance from the University supervisor in order to help improve content validity of the instruments.

#### **2.6.2 Reliability of Research Instruments**

Creswell (2009) defines reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trial. In order to improve the reliability of the instrument, the researcher, with the help of his supervisor, critically assessed the consistency of the responses on the piloted instruments to make a judgement on their reliability. The reliability of the instruments was established using test retest technique where the researcher administered a sample of test items to a group of respondents twice. A reliability index,  $r = 0.7$ , was obtained using Pearson's Product Moment Correlation Formula which indicated high internal reliability.

### **3.7 Data Collection Procedure**

The researcher obtained an introductory letter from The School of Postgraduate Studies of The University of Nairobi and Authorization Letter and Research Permit from National Commission for Science, Technology and Innovation. The researcher also sought for an authorization letter from The County Commissioner and County Director of Education, Murang'a. These letters introduced the researcher to different respondents within Kihumbuini Presbytery. The researcher then booked appointments to administer questionnaires and conduct focus group discussions to collect prerequisite data for the study. The participants were assured of confidentiality.

### **3.8 Data Analysis**

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making (Creswell, 2009). Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains. Data analysis began by cleaning the raw data by removing irrelevant information. Relevant information was coded and labeled. Frequency counts of the responses were then obtained to generate descriptive information about the respondents and to illustrate the general trend of findings on the various variables that were under investigation. Qualitative data was analyzed thematically along the specific objectives and presented in narrative forms and the quantitative data was descriptively using frequencies and percentages with the help of Statistical Packages for Social Science (SPSS Version 23) and presented using tables.

### 3.9 Ethical Considerations

Ethical considerations in research involve outlining the content of research and what was required of participants. The researcher undertook to keep private any information given by the respondents that touches on their persons or their private life. The respondents were assured that no identifying information about him or her would be revealed in written or other communication. Concerning confidentiality, the respondents were assured that the information provided would only be used for the stated purpose and that the information would not be passed to a third party. The nature and the purpose of the research were explained to the respondents by the researcher. The researcher explained to the respondents the procedure to be followed during the data collection so that they can participate willingly. The raw data collected were filed for easy reference. Once the data was analyzed, computer print-outs were filed while softcopies were stored in storage devices like CDs and flash disks.

### 3.10 Operationalization of Variables

Operationalization allows variables to be expressed in measurable terms. The indicators to be measured for each variable were identified together with the measurement scale.

**Table 3.3 Operationalization of Variables**

Objectives	Type of Variable	Indicators	Measurement Scale	Tools	Data Analysis
To investigate the influence of stakeholders' training on sustainability of church initiated income-generating projects	Stakeholder training	) Relevance/ Suitability	Ordinal	Questionnaire  Focus group discussions	Quantitative
		) Mode of training	Ordinal		Qualitative
		) Trainers' qualities	Ordinal		
		) Skills acquired	Ratio  Nominal		

To investigate the influence of church leadership support on sustainability of church initiated income-generating projects	Church leadership support	<ul style="list-style-type: none"> <li>) Attitude towards church projects</li> <li>) Provision of infrastructure</li> <li>) Induction and orientation</li> <li>) Facilitation</li> </ul>	Nominal Ordinal	Questionnaire Focus group discussions	Quantitative Qualitative
To investigate the influence of availability of resources on sustainability of church initiated income-generating projects	Availability of resources	<ul style="list-style-type: none"> <li>) Sufficiency</li> <li>) Relevance</li> <li>) Suitability</li> </ul>	Ratio Nominal Nominal	Questionnaire Focus group discussion	Quantitative Qualitative
To investigate the influence of monitoring and evaluation strategies on sustainability of church initiated income-generating projects	Monitoring and evaluation	<ul style="list-style-type: none"> <li>) Quarterly</li> <li>) Annually</li> <li>) Continuous</li> <li>) Reporting</li> </ul>	Nominal Ordinal	Questionnaire Focus group Discussions	Quantitative Qualitative

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATIONS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the data analysis, presentation, interpretations and discussions and it is arranged according to the four research questions that the study sought to answer. Thus, the chapter is divided into three subsections namely, introduction, background information about the respondents and the research questions that the study sought to answer.

#### 4.2 Questionnaire Return Rate

The questionnaires were administered in person to the members of Pastors' Office and Youth. Out of the 49 questionnaires administered, 43 were successfully filled and returned. This gave return rates as indicated in Table 4.1;

**Table 4.1: Questionnaire Return Rate**

<b>Respondent Categories</b>	<b>Respondents</b>	<b>Returned Questionnaires</b>	<b>Achieved Return Rate</b>
Members of Pastors' Office	28	25	89.3%
Youth	21	18	85.7%
<b>Total</b>	<b>49</b>	<b>43</b>	<b>87.8%</b>

The data in Table 3 indicates that the total return rate was 87.8% affirming the fact that the response rate was sufficient and above 75% of the acceptable threshold to enable the researcher to generalize the results of the study to the target population (Creswell, 2009). In the same vein, Church Committee Members, Women's Guild and Men's Fellowship also registered a response rate of 86.3% (44 out of 51).

### 4.3 Respondents' Demographic Information

The research instruments solicited demographic information of the respondents. These included; gender and level of education.

#### 4.3.1 Gender of the Respondents

The study elicited information on the distribution of the respondents by gender and results are as shown in Table 4.2:

**Table 4.2: Distribution of Respondents by Gender**

Gender	MPO		YH		CCM		WG		MF	
	F	%	F	%	F	%	F	%	F	%
Male	15	60.0	10	55.6	6	75.0	0	0.0	15	100.0
Female	10	40.0	8	45.4	2	25.0	21	100.0	0	0.0
<b>Total</b>	<b>25</b>	<b>100.0</b>	<b>18</b>	<b>100.0</b>	<b>8</b>	<b>100.0</b>	<b>21</b>	<b>100.0</b>	<b>15</b>	<b>100</b>

Key: MPO-Member of Pastors' Office; YH-Youth; CCM-Church Committee Members; WG-Women's Guild; MF-Men's Fellowship; f-Frequency

The data on Table 4.2 indicate that majority (60%) of the Members of Pastors' Office were male with female Members of Pastors' Office constituting 40%. Slightly more than half (55.6%) of the Youth were male whereas their female counterparts constituted 45.4%. At the same time, three-quarters (75.0%) of the Church Committee Members were male whereas their female counterparts constituted a quarter (25.0%). However, all members of Women's Guild were female as did members of the Men's Fellowship who were male. These data indicate that there was gender disparity at all levels of the study and that sustainability of church-initiated projects concerns both male and female.

#### 4.3.2 Respondents' Level of Education

The questionnaires also elicited information on the respondents' level of education since this variable could influence their ability to supply credible information about the research objectives. The results were as indicated as shown in Table 4.3;

**Table 4.3: Respondents' Level of Education**

<b>Educational Qualifications</b>	<b>MPO</b>		<b>YH</b>		<b>CCM</b>		<b>WG</b>		<b>MF</b>	
	<b>f</b>	<b>%</b>	<b>f</b>	<b>%</b>	<b>f</b>	<b>%</b>	<b>f</b>	<b>%</b>	<b>f</b>	<b>%</b>
No Formal Education	0	0.0	0	0.0	0	30.0	0	0.0	0	0.0
Primary Education	0	0.0	3	16.7	2	25.0	2	9.5	0	0.0
Secondary Education	9	36.0	6	33.3	4	50.0	7	33.3	5	33.3
Certificate	7	28.0	4	22.2	1	12.5	9	42.9	7	46.7
Diploma	4	16.0	2	11.1	1	12.5	2	9.5	3	20.0
Bachelors'	3	12.0	3	16.7	0	0.0	1	4.8	0	0.0
Postgraduate	2	8.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>25</b>	<b>100</b>	<b>18</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>21</b>	<b>100</b>	<b>15</b>	<b>100</b>

Key: MPO-Member of Pastors' Office; YH-Youth; CCM-Church Committee Members; WG-Women's Guild; MF-Men's Fellowship; f-Frequency

The data shown on Table 4.3 indicates that majority (36.0%) of the Members of Pastors' Office had secondary education, 28.0% had certificate, 16.0% had Diplomas, and 12.0% had Bachelors' Degrees whereas a paltry 8.0% had postgraduate qualifications. A third (33.3%) of the Youth had secondary education, 22.2% had certificate qualifications, and 16.7% had primary education as did those who had Bachelors' Degrees. 30.0% of the Church Committee Members had no formal education, half (50.0% had secondary education, a quarter (25.0%) had primary education, 12.5% had certificate qualification as did those who had Diplomas. 42.9% of the members of Women's Guild had certificate qualifications, a third (33.3%) had secondary education, 9.5% had primary education as did those who had Diplomas. A small proportion of 4.8% had Bachelors' Degrees. In the same vein, 46.7% of the members of Men's fellowship had certificate qualifications, a third (33.3%) had secondary education

whereas 20.0% had Diplomas. This information indicates that the respondents had minimum educational qualifications and were thus expected to respond to the research questions.

#### 4.4 Stakeholders’ Training and Sustainability of Church-Initiated Projects

As per research question one, the study sought to establish the influence of church stakeholders’ training on sustainability of church-initiated projects. Data was collected from members of Pastors’ Office and the Youth and results are as indicated in Table 4.4:

**Table 4.4: Views of Members of Pastors’ Office’ and Youth on the Influence of Stakeholders’ Training on Sustainability of Church-Initiated Projects**

Test Items	RE.	Ratings				
		SA %	A %	U %	D %	SD %
Relevance and suitability of stakeholders training enhances profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	60.0	20.0	0.0	10.0	10.0
	<b>YH</b>	66.6	9.7	3.9	12.3	7.5
Mode of stakeholders’ training enhances profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	0.0	0.0	10.0	10.0
	<b>YH</b>	64.9	11.5	1.	13.7	8.6
Trainers’ qualities enhance profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	60.0	20.0	0.0	10.0	10.0
	<b>YH</b>	80.7	7.6	4.4	5.2	2.1
Skills acquired during training enhance profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	10.0	0.0	10.0	0.0
	<b>YH</b>	70.2	11.8	1.3	12.7	4.0

Key: MPO-Member of Pastors’ Office; YH-Youth

The data on the Table 4.4 reveals that a fair majority (60% MPO; 66.6% YH) of the members of Pastors’ Office and youth strongly agreed with the view that relevance and suitability of stakeholders training enhances profit margins, social security and financial autonomy of the



church projects. At the same time, 20.0% of the members of Pastors' Office agreed as did 9.7% of the youth. However, 0.0% of the members of Pastors' Office and a paltry 3.9% of the youth were undecided, 10.0% of members of Pastors' Office as did 12.3% of the youth disagreed whereas 10.0% of members of Pastors' Office and 7.5% of the youth strongly disagreed. These findings corroborate the findings of a study conducted amongst 12 churches in Thailand in which Boydell (2010) indicated that church members and other stakeholders in church projects as well need training to enable them understand the demands of church projects.

These findings also lend credence to the findings of a study conducted in the United States in which AusAID (2000) noted that stakeholders in church projects have initiated a process to establish a regional institute which offers requisite training for various players in the implementation and sustainability of church projects and it is expected that the institute would collaborate with relevant national training institutions to deliver the training programmes. These findings thus affirm the fact that most church projects have training and capacity building components but it is important to develop institutional capacity to deliver the required training on a sustained basis at national and regional levels.

At the same time, the study revealed that a fair majority (80% MPO; 64.9% YH) of the Members of Pastors' Office and youth strongly agreed with the view that mode of stakeholders' training enhances profit margins, social security and financial autonomy of the church projects. On the same breath, 0.0% of the Members of Pastors' Office agreed as did 11.5% of the Youth.

However, 0.0% of the Members of Pastors' Office and a paltry 1.3% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 13.7% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 8.6% of the Youth strongly disagreed.

These findings lend credence to the findings of a study conducted in Uganda in which Keely (2001) indicated that, to augment the implementation and sustainability of church projects and to maintain a professional relevance, it is important that stakeholders in church projects undergo a process of continuous learning and training. Keely (2001) considered recurrent learning process as, workplace-related learning or on-the-job training, that is, learning related to work that takes place in and at institution as well as outside the workplace. Keely (2001) further indicated that the training process becomes ever more complicated, while considering the changing structure of societies due to demographic changes as well as the changing habits of senior persons towards learning and training.

The study also found out that a record majority (60% MPO; 80.7% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that trainers' qualities enhance profit margins, social security and financial autonomy of the church projects as did 7.6% of the Youth. However, 0.0% of the Members of Pastors' Office and a paltry 4.4% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 5.2% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 2.1% of the Youth strongly disagreed. These findings are consistent with the findings of a cross-sectionals study in Eastern Tanzania in which Bagachwa (2011) noted that highly educated church staff and other stakeholders are more likely to implement and facilitate the implementation and ensure sustainability of church projects to enhance social security for the vulnerable, alleviate poverty and increase church projects.

Bagachwa (2011) further posited that the adoption of continuous training solutions can play an important role in increasing the awareness of the huge potentialities of church projects for concrete situations. In these ways, church members and other important players in church projects can acquire a learning culture, integrating the training in their work activities and

understanding in depth the potentialities of church projects. The study revealed that majority (80% MPO; 70.2% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that skills acquired during training enhance profit margins, social security and financial autonomy of the church projects. At the same time, 10.0% of the Members of Pastors' Office agreed as did 11.8% of the Youth. However, 0.0% of the Members of Pastors' Office, a paltry 1.3% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 12.7% of the Youth disagreed whereas 0.0% of Members of Pastors' Office and 4.0% of the Youth strongly disagreed. These findings corroborate the assertions of Karanja (2014) that an effective training system must combine different approaches to obtain the goal of the corporate training strategy, which is a skilled workforce.

Application of church projects and web-based technology can be didactic, support problem-solving activities and provide a collaborative environment for implementation and sustainability of church projects. Thus, these findings attest to the fact that stakeholders' training influence sustainability of church projects. That is, sustainability of church projects depends largely on stakeholders' technical skills and knowledge. This points to the fact that improving professional skills in the church projects is necessary if losses are to be kept at a minimum. In other words, technical training and capacity building is required to enable church members and other stakeholders to utilize the church projects.

#### **4.4.1 Thematic Analysis of Qualitative Findings on the Influence of Stakeholders'**

##### **Training on Sustainability of Church-Initiated Projects**

Church Committee Members, Women's Guild and Men's Fellowship were also engaged in a focus group discussion and responded in favor of the view that relevance and suitability of stakeholders training enhances profit margins, social security and financial autonomy of the church projects.

One discussant noted, “*Suitability, relevance, mode of stakeholders’ training, trainers’ qualities, skills acquired during training enhance profit margins, social security and financial autonomy of the church projects*”. Just like in quantitative findings, these views further corroborate the qualitative findings of a study conducted amongst 12 churches in Thailand in which Boydell (2010) indicated that church members and other stakeholders in church projects as well need training to enable them understand the demands of church projects. These findings also lend credence to the findings of a study conducted in the United States in which AusAID (2000) noted that stakeholders in church projects have initiated a process to establish a regional institute which offers requisite training for various players in the implementation and sustainability of church projects and it is expected that the institute would collaborate with relevant national training institutions to deliver the training programmes.

Thus, these views are indicative of the fact that most church projects have training and capacity building components but it is important to develop institutional capacity to deliver the required training on a sustained basis at national and regional levels. These views also lend credence to the viewpoints held by Keely (2001) that, to augment the implementation and sustainability of church projects and to maintain a professional relevance, it is important that stakeholders in church projects undergo a process of continuous learning and training.

The discussants concurred with the views expressed by Keely (2001) that recurrent learning process as, workplace-related learning or on-the-job training, that is, learning related to work that takes place in and at institution as well as outside the workplace. This implies that highly educated church staff and other stakeholders are more likely to implement and facilitate the implementation and ensure sustainability of church projects to enhance social security for the vulnerable, alleviate poverty and increase church projects.

Besides, the adoption of continuous training solutions can play an important role in increasing the awareness of the huge potentialities of church projects for concrete situations. Church members and other important players in church projects can acquire a learning culture, integrating the training in their work activities and understanding in depth the potentialities of church projects. These discussants also agreed with the assertions of Karanja (2014) that an effective training system must combine different approaches to obtain the goal of the corporate training strategy, which is a skilled workforce.

Application of church projects and web-based technology can be didactic, support problem-solving activities and provide a collaborative environment for implementation and sustainability of church projects. Just like quantitative findings, these views affirm the fact that stakeholders' training influence sustainability of church projects. These views thus point to the fact that sustainability of church projects depends largely on stakeholders' technical skills and knowledge. That is, improving professional skills in the church projects is necessary if losses are to be kept at a minimum. In other words, technical training and capacity building is required to enable church members and other stakeholders to utilize the church projects.

#### **4.5 Church Leadership Support and Sustainability of Church Projects**

As per research question two, the study sought to establish how support from church leadership influences sustainability of church-initiated projects. Data was collected from Members of Pastors' Office and Youth and results are indicated in Table 4.5:

**Table 4.5: Views of Members of Pastors’ Office’ and Youth on the Influence of Church Leadership Support on Sustainability of Church-Initiated Projects**

Test Items	RE.	Ratings				
		SA %	A %	U %	D %	SD %
Attitude of the church leaders guarantees profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	10.0	0.0	0.0	10.0
	<b>YH</b>	77.2	10.4	2.5	6.1	3.8
Church leadership which provides infrastructure guarantees profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	0.0	0.0	10.0	10.0
	<b>YH</b>	68.4	15.1	3.2	9.1	4.2
Church leadership which provides induction and orientation guarantees profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	0.0	0.0	10.0	10.0
	<b>YH</b>	84.2	5.6	1.4	5.1	3.7
Church leadership which provides facilitation guarantees profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	0.0	0.0	10.0	10.0
	<b>YH</b>	68.4	15.1	3.2	9.1	4.2

Key: MPO-Member of Pastors’ Office; YH-Youth

The data on Table 4.5 reveals that a fair majority (80%MPO; 77.2%YH) of the members of Pastors’ Office and youth strongly agreed with the view that attitude of the church leaders guarantees profit margins, social security and financial autonomy of the church projects. At the same time, 10.0% of the Members of Pastors’ Office agreed as did 10.4% of the youth. However, 0.0% of the Members of Pastors’ Office and a paltry 2.5% of the youth were undecided, 0.0% of members of Pastors’ Office as did 6.1% of the youth disagreed whereas 10.0% of Members of Pastors’ Office and 3.8% of the youth strongly disagreed. These findings are consistent with the assertions of Hak and Dahl (2007) that the attitude of church leaders and other stakeholders towards sustainability of church-initiated income-generating

projects is critical to the success of its implementation. These findings also lend credence to the findings of a study conducted among 121 churches in the Netherlands in which Fritz (2005) revealed that in evaluating success of sustainability of church-initiated income-generating projects and practices, elements are needed to be taken into consideration such as values and motives, which influence the perceptions, attitudes, induction and decisions of those who are responsible for the performance of the church projects. Fritz (2005) further posited that attitude especially that of stakeholders, is one of the fundamental dynamics influencing the sustainability of church-initiated income-generating projects by enhancing development of more projects, poverty alleviation and social security for the vulnerable.

These findings also support the findings of a study conducted in New Delhi, India in which Chandra (2007) revealed that stakeholders support through positive attitude toward church projects is considered as a stakeholder's overall affective reaction to sustainability of the same. Chandra (2007) further argued that stakeholders support and attitude towards church-initiated income-generating projects is made up of beliefs about engaging in the behavior and the associated evaluation of the belief. In summary, these findings thus affirm the fact that the more favorable attitude or support the stakeholders provides towards sustainability of church-initiated income-generating projects, the more likely that stakeholders are to embrace the church projects and in the end, manifests enhanced social security for the vulnerable and poverty alleviation besides initiation of more projects.

The findings further point to the fact that changing stakeholders' attitudes and improving stakeholders' support influence the sustainability of church-initiated income-generating projects. At the same time, the study revealed that a fair majority (80% MPO; 68.4% YH) of the Members of Pastors' Office and youth strongly agreed with the view that church leadership which provides infrastructure guarantees profit margins, social security and

financial autonomy of the church projects. On the same breath, 0.0% of the members of Pastors' Office agreed as did 15.1% of the youth. However, 0.0% of the Members of Pastors' Office and a paltry 3.2% of the youth were undecided, 10.0% of Members of Pastors' Office as did 9.1% of the youth disagreed whereas 10.0% of Members of Pastors' Office and 4.2% of the youth strongly disagreed. These findings lend credence to the findings of a study conducted in study conducted amongst congregants of Methodist Church in Imenti North District in which Kariuki (2013) noted that to be able to lead the sustainability, stakeholders should be dedicated to sustainability of church-initiated income-generating projects, be creative thinker, people centered, maintenance of professionalism and standard during the implementation process.

Kariuki (2013) argued that in many instances, stakeholders' support in sustainability of church-initiated income-generating projects in their locality through acquiring the needed infrastructure is critical. The study also found out that a record majority (80% MPO; 84.2% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that church leadership which provides induction and orientation guarantees profit margins, social security and financial autonomy of the church projects. At the same time, 0.0% of the Members of Pastors' Office agreed as did 5.6% of the Youth.

However, 0.0% of the Members of Pastors' Office and a paltry 1.4% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 5.1% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 3.7% of the Youth strongly disagreed. These findings lend credence to the findings of a study conducted among churches in Nigeria in which Odenkule (2010) revealed that, as key drivers of sustainability process, church leaders and stakeholders can facilitate and support the idea of implementing church projects. Odenkule (2010) noted that, to achieve this, stakeholders need to appreciate that, the idea to



implement church projects is not only about income-generation, but also about transformation of working atmosphere and attitude in their communities. By being role model in project management, visionary planners and custodian of church-initiated income-generating projects, stakeholders such as church members should be committed, champion and have interest in the sustainability of the projects within the church. Hence, these findings attest to the fact that stakeholders of church-initiated income-generating projects should be involved, concerned and supervise the whole process, through promoting training, facilitation, induction and sharing decision making with other stakeholders, delegating responsibilities and maintaining clear vision of the projects' implementation and their sustainability.

At the same time, the study revealed that a fair majority (80% MPO; 68.4% YH) of the Members of Pastors' Office and youth strongly agreed with the view that church leadership which provides facilitation guarantees profit margins, social security and financial autonomy of the church projects. On the same breath, 0.0% of the members of Pastors' Office agreed as did 15.1% of the youth. However, 0.0% of the Members of Pastors' Office and a paltry 3.2% of the youth were undecided, 10.0% of Members of Pastors' Office as did 9.1% of the youth disagreed whereas 10.0% of Members of Pastors' Office and 4.2% of the youth strongly disagreed.

These findings also corroborate the assertions of Odenkule (2010) that stakeholders of church-initiated income-generating projects should be involved, concerned and supervise the whole process through facilitation, induction and sharing decision making with other stakeholders. These findings thus affirm the fact that sustainability of church-initiated income-generating projects is becoming more essential to communities and success of project initiation and implementation is often due to existence of effective community stakeholders.

That is, church leadership's support is more effective in enhancing sustainability of church-initiated income-generating projects.

#### **4.5.1 Thematic Analysis of Qualitative Findings on the Influence of Church Leadership**

##### **Support on Sustainability of Church-Initiated Projects**

The researcher also held focus group discussions with the Church Committee Members, Women's Guild and Men's Fellowship who expressed similar views. They indicated that attitude of the church leaders guarantees profit margins, social security and financial autonomy of the church projects. Just like in quantitative findings, these views further lend credence to the viewpoints held by Hak and Dahl (2007) that the attitude of church leaders and other stakeholders towards sustainability of church-initiated income-generating projects is critical to the success of its implementation. In the same vein, the views of the discussants concur with the qualitative findings of a study conducted in the Netherlands in which Fritz (2005) asserted that in evaluating success of sustainability of church-initiated income-generating projects and practices, elements are needed to be taken into consideration such as values and motives, which influence the perceptions, attitudes, induction and decisions of those who are responsible for the performance of the church projects.

The discussants also agreed with the views expressed by Fritz (2005) that attitude especially that of stakeholders, is one of the fundamental dynamics influencing the sustainability of church-initiated income-generating projects by enhancing development of more projects, poverty alleviation and social security for the vulnerable. At the same time, these views corroborate the views of Chandra (2007) revealed that stakeholders support through positive attitude toward church projects is considered as a stakeholder's overall affective reaction to sustainability of the same. Chandra (2007) further argued that stakeholders support and attitude towards church-initiated income-generating projects is made up of beliefs about

engaging in the behavior and the associated evaluation of the belief. That is, the more favorable attitude or support the stakeholders provides towards sustainability of church-initiated income-generating projects, the more likely that stakeholders are to embrace the church projects and in the end, manifests enhanced social security for the vulnerable and poverty alleviation besides initiation of more projects. Therefore, these views, just like the quantitative findings, point to the fact that changing stakeholders' attitudes and improving stakeholders' support influence the sustainability of church-initiated income-generating projects.

The discussants further noted, "*Church leadership which provides infrastructure, induction, orientation and facilitation guarantees profit margins, social security and financial autonomy of the church projects*". These views further corroborate the views expressed by Kariuki (2013) noted that to be able to lead the sustainability, stakeholders should be dedicated to sustainability of church-initiated income-generating projects, be creative thinker, people centered, maintenance of professionalism and standard during the implementation process. The discussants concurred with the assertions of Kariuki (2013) who argued that in many instances, stakeholders' support in sustainability of church-initiated income-generating projects in their locality through acquiring the needed infrastructure is critical.

This means that, as key drivers of sustainability process, church leaders and stakeholders can facilitate and support the idea of implementing church projects and to achieve this, stakeholders need to appreciate that, the idea to implement church projects is not only about income-generation, but also about transformation of working atmosphere and attitude in their communities. These views point to the fact that by being role model in project management, visionary planners and custodian of church-initiated income-generating projects, stakeholders such as church members should be committed, champion and have interest in the

sustainability of the projects within the church. Thus, these views also affirm the fact that stakeholders of church-initiated income-generating projects should be involved, concerned and supervise the whole process, through promoting training, facilitation, induction and sharing decision making with other stakeholders, delegating responsibilities and maintaining clear vision of the projects' implementation and their sustainability. In other words, church leadership's support is more effective in enhancing sustainability of church-initiated income-generating projects.

#### 4.6 Availability of Resources and Sustainability of Church Projects

As per research question three, the study sought to establish how availability of resources influences sustainability of church-initiated projects. Data was collected from Members of Pastors' Office and Youth and the results are indicated in Table 4.6:

**Table 4.6: Views of Members of Pastors' Office' and Youth on the Influence of Availability of Church-Initiated Projects**

Test Items	RE	Ratings				
		SA	A	U	D	SD
		%	%	%	%	%
Sufficient resources enhances profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	60.0	20.0	10.0	0.0	10.0
	<b>YH</b>	73.7	14.4	3.4	5.7	2.8
Relevance of the available resources guarantees profit margins, social security and financial autonomy of the projects	<b>MPO</b>	60.0	20.0	0.0	10.0	10.0
	<b>YH</b>	64.9	17.1	4.2	6.3	7.5
Suitability of the available resources guarantees profit margins, social security and financial autonomy of the projects	<b>MPO</b>	80.0	10.0	0.0	10.0	0.0
	<b>YH</b>	78.9	9.3	2.1	5.3	4.4

Key: MPO-Member of Pastors' Office; YH-Youth

The data on Table 4.6 reveals that a fair majority (60% MPO; 73.7% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that sufficient resources enhances profit margins, social security and financial autonomy of the church projects. At the same time, 20.0% of the members of Pastors' Office agreed as did 14.4% of the youth. However, 10.0% of the members of Pastors' Office and a paltry 3.4% of the youth were undecided, 0.0% of Members of Pastors' Office as did 5.7% of the youth disagreed whereas 10.0% of members of Pastors' Office and 2.8% of the youth strongly disagreed. These findings are consistent with the assertions of Cole (2002) that availability of funds for initiation of church projects is an important factor in the initiation and implementation of church projects. This means that the higher the costs adoption of the innovation, the slower the pace of implementation and sustainability is likely to be.

These findings also lend credence to the assertions of Madison (2009) that, in Venezuela, the cost factor was studied by various researchers and found direct and significant relationship between cost and sustainability of church-initiated income-generating projects. Hence, these findings are indicative of the fact that the success of sustainability of church-initiated income-generating projects also depends on availability of land, pre-requisite infrastructure and financial resources. That is, church members need to have an incentive to invest in church projects only if it can later obtain profits that justify the initial investment in the church projects.

At the same time, the study revealed that a fair majority (80% MPO; 64.9% YH) of the members of Pastors' Office and Youth strongly agreed with the view that relevance of the available resources guarantees profit margins, social security and financial autonomy of the church projects. On the same breath, 20.0% of the Members of Pastors' Office agreed as did 17.1% of the Youth.

However, 0.0% of the Members of Pastors' Office and a paltry 4.2% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 6.3% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 7.5% of the Youth strongly disagreed. These findings corroborate the findings of a study conducted in Ethiopia by Tyrrel and Howsam (2009) which revealed that there is a statistically significant relationship between financial capacity and sustainability, implying that financial capacity of any church determines its ability to initiate church projects.

Tyrrel and Howsam (2009) further revealed that most churches believe that the cost of church projects is high, discouraging investment in them. These findings affirm the fact that availability of fund has had a negative impact on sustainability of church projects. The study also found out that a record majority (80% MPO; 78.9% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that suitability of the available resources guarantees profit margins, social security and financial autonomy of the church projects. At the same time, 10.0% of the Members of Pastors' Office agreed as did 9.3% of the Youth. However, 0.0% of the Members of Pastors' Office and a paltry 2.1% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 5.3% of the Youth disagreed whereas 0.0% of Members of Pastors' Office and 4.4% of the Youth strongly disagreed.

These findings are consistent with the findings of a study conducted in Ndola Province in Zambia in which Obbo (2003) indicated that lack of funds, poor or lack of infrastructure and personal factors were the main challenges to sustainability of church-initiated income-generating projects. Obbo (2003) indicated that many developing countries still have poor infrastructure which results in higher costs of implementation and eventual sustainability. Obbo (2003) further indicated that, owing to the additional charges involved, such as costs for buying materials, paying labor, maintenance and costs of transport of finished products to

the market, sustainability of church-initiated income-generating projects is yet to be fully realized. Thus, these findings point to the fact that the complexity emanates from stakeholders' cost-benefit analysis in the sustainability of church-initiated income-generating projects and is contradicting since efficiency-inefficiency doubt is inbuilt. This implies that, while the control-chaos philosophy has perverted the minds of adopters, the decision to adopt or to use is challenging. That is, many churches have a very low financial base from which to implement projects. In other words, availability of resources influences sustainability of church projects and guarantee social security for the vulnerable and more projects.

#### **4.6.1 Thematic Analysis of Qualitative Findings on the Influence of Availability of Resources on Sustainability of Church-Initiated Projects**

The researcher also held focus group discussions with the Church Committee Members, members of Women's Guild and Men's Fellowship who also responded in favor of the view that sufficient resources enhances profit margins, social security and financial autonomy of the church projects. The views of the discussants are also consistent with the assertions of Cole (2002) that availability of funds for initiation of church projects is an important factor in the initiation and implementation of church projects. This attests to the fact that the higher the costs adoption of the innovation, the slower the pace of implementation and sustainability is likely to be.

The discussants' views also lend credence to the views expressed by Madison (2009) that, in Venezuela, the cost factor was studied by various researchers and found direct and significant relationship between cost and sustainability of church-initiated income-generating projects. Hence, these views are also indicative of the fact that the success of sustainability of church-initiated income-generating projects also depends on availability of land, pre-requisite infrastructure and financial resources.

That is, church members need to have an incentive to invest in church projects only if it can later obtain profits that justify the initial investment in the church projects. The discussants noted, “*Relevance and suitability of the available resources guarantees profit margins, social security and financial autonomy of the church projects*”. Just like quantitative findings, these views also corroborate the qualitative findings of a study conducted in Ethiopia by Tyrrel and Howsam (2009) which revealed that there is a statistically significant relationship between financial capacity and sustainability, implying that financial capacity of any church determines its ability to initiate church projects. The discussants’ views concurred with the views expressed by Tyrrel and Howsam (2009) further revealed that most churches believe that the cost of church projects is high, discouraging investment in them.

These views thus also attest to the fact that availability of fund has had a negative impact on sustainability of church projects. Just like in quantitative findings, these views are also consistent with the qualitative findings of a study conducted in Ndola Province in Zambia in which Obbo (2003) indicated that lack of funds, poor or lack of infrastructure and personal factors were the main challenges to sustainability of church-initiated income-generating projects. Obbo (2003) indicated that many developing countries still have poor infrastructure which results in higher costs of implementation and eventual sustainability.

The views of the discussants also concurred with the viewpoints held by Obbo (2003) who noted that, owing to the additional charges involved, such as costs for buying materials, paying labor, maintenance and costs of transport of finished products to the market, sustainability of church-initiated income-generating projects is yet to be fully realized. Likewise, these discussants’ views also point to the fact that the complexity emanates from stakeholders’ cost-benefit analysis in the sustainability of church-initiated income-generating projects and is contradicting since efficiency-inefficiency doubt is inbuilt.



This implies that, while the control-chaos philosophy has perverted the minds of adopters, the decision to adopt or to use is challenging. That is, many churches have a very low financial base from which to implement projects. In other words, availability of resources influences sustainability of church projects and guarantee social security for the vulnerable and more projects.

#### 4.7 Monitoring and Evaluation Strategies and Sustainability of Church Projects

As per research question four, the study sought to establish the influence of monitoring and evaluation strategies adopted on sustainability of church-initiated projects. Data was collected from members of Pastors’ Office and Youth and results were indicated in Table 4.7:

**Table 4.7: Members of Pastors’ Office’ and Youth Views on the Influence of Monitoring and Evaluation Strategies on Sustainability of Church-Initiated Projects**

Test Items	RE	Ratings				
		SA %	A %	U %	D %	SD %
Quarterly monitoring and evaluation strategies ensure profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	60.0	20.0	10.0	0.0	10.0
	<b>YH</b>	73.7	14.4	3.4	5.7	2.8
Annual monitoring and evaluation strategies ensure profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	60.0	20.0	0.0	10.0	10.0
	<b>YH</b>	64.9	17.1	4.2	6.3	7.5
Continuous monitoring and evaluation strategies ensure profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	80.0	10.0	0.0	10.0	0.0
	<b>YH</b>	78.9	9.3	2.1	5.3	4.4
Reporting strategies ensure profit margins, social security and financial autonomy of the church projects	<b>MPO</b>	60.0	20.0	0.0	10.0	10.0
	<b>YH</b>	64.9	17.1	4.2	6.3	7.5

Key: MPO-Member of Pastors’ Office; YH-Youth

The data on Table 4.7 reveals that a fair majority (60% MPO; 73.7% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that quarterly monitoring and evaluation strategies ensure profit margins, social security and financial autonomy of the church projects. At the same time, 20.0% of the Members of Pastors' Office agreed as did 14.4% of the Youth. However, 10.0% of the Members of Pastors' Office, a paltry 3.4% of the Youth as well as 3.2% of Class V pupils were undecided, 0.0% of Members of Pastors' Office as did 5.7% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 2.8% of the Youth strongly disagreed. These findings are consistent with the assertions of Baker (2000) who asserts that stakeholders in church-initiated projects need quarterly feedback since it is important for their progress and advancement.

Church organizations apply performance appraisal evaluation to measure the success of church projects, which can help in defining and developing future financial planning for the organizations. At the same time, the study revealed that a fair majority (60% MPO; 64.9% YH) of the Members of Pastors' Office and Youth strongly agreed with the view that annual monitoring and evaluation strategies ensure profit margins, social security and financial autonomy of the church projects. On the same breath, 20.0% of the Members of Pastors' Office agreed as did 17.1% of the Youth. However, 0.0% of the Members of Pastors' Office and a paltry 4.2% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 6.3% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 7.5% of the Youth strongly disagreed.

These findings lend credence to the assertions of Admassu et al (2002) that, in Ethiopia, church organizations have embraced the principles of evaluation and follow-up of the stakeholders' projects. Evaluating the outcome of church projects is usually done at the end of a major project cycle, such as after one, two, or three years.

According to Admassu et al (2002), these evaluations are often performed by a team that can spend the time to collect data, make judgments, and propose recommendations for future action. This implies that, in church projects, all operations and issues that contribute to planning and implementation of a project can be evaluated. This can include many items, such as, the effectiveness of the financial projects methods and relevance of projects' materials and projects' content to the backgrounds of the stakeholders. The study also found out that a record majority (80%MPO; 78.9%YH) of the Members of Pastors' Office and Youth strongly agreed with the view that continuous monitoring and evaluation strategies ensure profit margins, social security and financial autonomy of the church projects. At the same time, 10.0% of the Members of Pastors' Office agreed as did 9.3% of the Youth. However, 0.0% of the Members of Pastors' Office, a paltry 2.1% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 5.3% of the Youth disagreed whereas 0.0% of Members of Pastors' Office and 4.4% of the Youth strongly disagreed. These findings corroborate the assertions of Cromwell and Kolb (2004) that evaluation or follow-up of church projects is important for stakeholders' development and measures can be taken at different stages on a daily or weekly basis.

The study also found out that majority (60%MPO; 64.9%YH) of the Members of Pastors' Office and Youth strongly agreed with the view that reporting strategies ensure profit margins, social security and financial autonomy of the church projects. At the same time, 20.0% of the Members of Pastors' Office agreed as did 17.1% of the Youth. However, 0.0% of the Members of Pastors' Office and a paltry 4.2% of the Youth were undecided, 10.0% of Members of Pastors' Office as did 6.3% of the Youth disagreed whereas 10.0% of Members of Pastors' Office and 7.5% of the Youth strongly disagreed. These findings corroborate the assertions of Karanja (2014) that the results of the evaluation are used to guide decision-

making around various components of the projects which include; instructional design, delivery, results and its overall continuation, modification or elimination. Hence, adherence to the steps necessary to achieve purposes and have not addressed the ways to utilize results to improve projects.

#### **4.7.1 Thematic Analysis of Qualitative Findings on the Influence of Monitoring and Evaluation on Sustainability of Church-Initiated Projects**

A focus group discussion with the Church Committee Members, Members of Women's guild and Men's fellowship echoed similar sentiments. The discussants also responded in favor of the view that quarterly, continuous, annual monitoring and evaluation as do reporting strategies ensure profit margins, social security and financial autonomy of the church projects. Just like quantitative findings, these discussants' views corroborate the viewpoints held by Baker (2000) that stakeholders in church-initiated projects need quarterly feedback since it is important for their progress and advancement.

The discussants concurred with the view that church organizations apply performance appraisal evaluation to measure the success of church projects, which can help in defining and developing future financial planning for the organizations. These views also support the views expressed by Admassu et al (2002) that church organizations have embraced the principles of evaluation and follow-up of the stakeholders' projects. Evaluating the outcome of church projects is usually done at the end of a major project cycle, such as after one, two, or three years.

According to Admassu et al (2002), these evaluations are often performed by a team that can spend the time to collect data, make judgments, and propose recommendations for future action. These views are indicative of the fact that, in church projects, all operations and issues that contribute to planning and implementation of a project can be evaluated.

This can include many items, such as, the effectiveness of the financial projects methods and relevance of projects' materials and projects' content to the backgrounds of the stakeholders. In other words, evaluation or follow-up of church projects is important for stakeholders' development and measures can be taken at different stages on a daily or weekly basis. That is, the results of the evaluation are used to guide decision-making around various components of the projects such as instructional design, delivery, results and its overall continuation, modification or elimination. Hence, adherence to the steps necessary to achieve purposes and have not addressed the ways to utilize results to improve projects.

## **CHAPTER FIVE**

### **SUMMARY OF THE RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents summary of main research findings, conclusions, recommendations and suggestions for further research as discussed under the research objectives.

#### **5.2 Summary of Research Findings**

This section provides detailed summary of the research findings based on the objectives of the study which included; evaluating the influence of stakeholders' training, church leadership support, availability of resources and monitoring and evaluation on sustainability of church-initiated projects.

##### **5.2.1 Stakeholders' Training and Sustainability of Church-Initiated Projects**

The study established that church stakeholders' training influence sustainability of church-initiated projects. It is evident that relevance, suitability, mode of stakeholders' training, trainers' qualities, skills acquired during training enhance profit margins, social security and financial autonomy of the church projects. These findings thus affirm the fact that church members and other stakeholders in church projects as well need training to enable them understand the demands of church projects. This points to the fact that stakeholders in church projects have initiated a process to establish a regional institute which offers requisite training for various players in the implementation and sustainability of church projects and it is expected that the institute would collaborate with relevant national training institutions to deliver the training programmes. Thus, most church projects have training and capacity building components but it is important to develop institutional capacity to deliver the required training on a sustained basis at national and regional levels. That is, to augment the

implementation and sustainability of church projects and to maintain a professional relevance, it is important that stakeholders in church projects undergo a process of continuous learning and training. These findings further point to the fact that the recurrent learning process as, workplace-related learning or on-the-job training, that is, learning related to work that takes place in and at institution as well as outside the workplace. This implies that highly educated church staff and other stakeholders are more likely to implement and facilitate the implementation and ensure sustainability of church projects to enhance social security for the vulnerable, alleviate poverty and increase church projects.

Besides, the adoption of continuous training solutions can play an important role in increasing the awareness of the huge potentialities of church projects for concrete situations. Church members and other important players in church projects can acquire a learning culture, integrating the training in their work activities and understanding in depth the potentialities of church projects. In other words, an effective training system must combine different approaches to obtain the goal of the corporate training strategy, which is a skilled workforce. Application of church projects and web-based technology can be didactic, support problem-solving activities and provide a collaborative environment for implementation and sustainability of church projects. These findings further affirm the fact that stakeholders' training influence sustainability of church projects.

Hence, these findings are indicative of the fact that sustainability of church projects depends largely on stakeholders' technical skills and knowledge. That is, improving professional skills in the church projects is necessary if losses are to be kept at a minimum. That is, technical training and capacity building is required to enable church members and other stakeholders to utilize the church projects.

### **5.2.2 Church Leadership Support and Sustainability of Church Projects**

The study established that support from church leadership influences sustainability of church-initiated projects. That is, attitude of the church leaders guarantees profit margins, social security and financial autonomy of the church projects. This means that the attitude of church leaders and other stakeholders towards sustainability of church-initiated income-generating projects is critical to the success of its implementation. In evaluating success of sustainability of church-initiated income-generating projects and practices, elements are needed to be taken into consideration such as values and motives, which influence the perceptions, attitudes, induction and decisions of those who are responsible for the performance of the church projects. Thus, these findings affirm the fact that attitude especially that of stakeholders, is one of the fundamental dynamics influencing the sustainability of church-initiated income-generating projects by enhancing development of more projects, poverty alleviation and social security for the vulnerable.

That is, stakeholders support through positive attitude toward church projects is considered as a stakeholder's overall affective reaction to sustainability of the same. Stakeholders support and attitude towards church-initiated income-generating projects is made up of beliefs about engaging in the behavior and the associated evaluation of the belief. That is, the more favorable attitude or support the stakeholders provides towards sustainability of church-initiated income-generating projects, the more likely that stakeholders are to embrace the church projects and in the end, manifests enhanced social security for the vulnerable and poverty alleviation besides initiation of more projects.

Therefore, changing stakeholders' attitudes and improving stakeholders' support influence the sustainability of church-initiated income-generating projects. To be able to lead the sustainability, stakeholders should be dedicated to sustainability of church-initiated income-



generating projects, be creative thinker, people centered, maintenance of professionalism and standard during the implementation process. Stakeholders' support in sustainability of church-initiated income-generating projects in their locality through acquiring the needed infrastructure is critical. This means that, as key drivers of sustainability process, church leaders and stakeholders can facilitate and support the idea of implementing church projects and to achieve this, stakeholders need to appreciate that, the idea to implement church projects is not only about income-generation, but also about transformation of working atmosphere and attitude in their communities.

This points to the fact that by being role model in project management, visionary planners and custodian of church-initiated income-generating projects, stakeholders such as church members should be committed, champion and have interest in the sustainability of the projects within the church. This affirms the fact that stakeholders of church-initiated income-generating projects should be involved, concerned and supervise the whole process, through promoting training, facilitation, induction and sharing decision making with other stakeholders, delegating responsibilities and maintaining clear vision of the projects' implementation and their sustainability. In other words, church leadership's support is more effective in enhancing sustainability of church-initiated income-generating projects.

### **5.2.3 Availability of Resources and Sustainability of Church Projects**

The study established that availability of resources influences sustainability of church-initiated projects. That is, sufficient resources enhances profit margins, social security and financial autonomy of the church projects. This implies that availability of funds for initiation of church projects is an important factor in the initiation and implementation of church projects. This attests to the fact that the higher the costs adoption of the innovation, the slower the pace of implementation and sustainability is likely to be.

The cost factor was studied by various researchers and found direct and significant relationship between cost and sustainability of church-initiated income-generating projects. Hence, the success of sustainability of church-initiated income-generating projects also depends on availability of land, pre-requisite infrastructure and financial resources. That is, church members need to have an incentive to invest in church projects only if it can later obtain profits that justify the initial investment in the church projects. This means that there is a statistically significant relationship between financial capacity and sustainability, implying that financial capacity of any church determines its ability to initiate church projects.

Most churches believe that the cost of church projects is high, discouraging investment in them. Thus, these findings also attest to the fact that availability of fund has had a negative impact on sustainability of church projects. Lack of funds, poor or lack of infrastructure and personal factors were the main challenges to sustainability of church-initiated income-generating projects. In other words, owing to the additional charges involved, such as costs for buying materials, paying labor, maintenance and costs of transport of finished products to the market, sustainability of church-initiated income-generating projects is yet to be fully realized. These findings also point to the fact that the complexity emanates from stakeholders' cost-benefit analysis in the sustainability of church-initiated income-generating projects and is contradicting since efficiency-inefficiency doubt is inbuilt.

This implies that, while the control-chaos philosophy has perverted the minds of adopters, the decision to adopt or to use is challenging. That is, many churches have a very low financial base from which to implement projects. In other words, availability of resources influences sustainability of church projects and guarantee social security for the vulnerable and more projects.

#### **5.2.4 Monitoring and Evaluation Strategies and Sustainability of Church Projects**

The study established that monitoring and evaluation strategies adopted influence sustainability of church-initiated projects. It is also evident that quarterly, continuous, annual monitoring and evaluation as do reporting strategies ensure profit margins, social security and financial autonomy of the church projects. This is indicative of the fact that stakeholders in church-initiated projects need quarterly feedback since it is important for their progress and advancement. That is, church organizations apply performance appraisal evaluation to measure the success of church projects, which can help in defining and developing future financial planning for the organizations.

Evaluating the outcome of church projects is usually done at the end of a major project cycle, such as after one, two, or three years. That is, these evaluations are often performed by a team that can spend the time to collect data, make judgments, and propose recommendations for future action. In church projects, all operations and issues that contribute to planning and implementation of a project can be evaluated. This includes items such as, the effectiveness of the financial projects methods and relevance of projects' materials and projects' content to the backgrounds of the stakeholders. In other words, evaluation or follow-up of church projects is important for stakeholders' development and measures can be taken at different stages on a daily or weekly basis.

That is, the results of the evaluation are used to guide decision-making around various components of the projects such as instructional design, delivery, results and its overall continuation, modification or elimination. Hence, adherence to the steps necessary to achieve purposes and have not addressed the ways to utilize results to improve projects.

### **5.3 Conclusions of the Study**

Drawing from the above findings, it is evident that church stakeholders' training influence sustainability of church-initiated projects. It is evident that relevance, suitability, mode of stakeholders' training, trainers' qualities, skills acquired during training enhance profit margins, social security and financial autonomy of the church projects. These findings thus affirm the fact that church members and other stakeholders in church projects as well need training to enable them understand the demands of church projects. This points to the fact that stakeholders in church projects have initiated a process to establish a regional institute which offers requisite training for various players in the implementation and sustainability of church projects and it is expected that the institute would collaborate with relevant national training institutions to deliver the training programmes.

In the same vein, support from church leadership influences sustainability of church-initiated projects. That is, attitude of the church leaders guarantees profit margins, social security and financial autonomy of the church projects. This means that the attitude of church leaders and other stakeholders towards sustainability of church-initiated income-generating projects is critical to the success of its implementation. In evaluating success of sustainability of church-initiated income-generating projects and practices, elements are needed to be taken into consideration such as values and motives, which influence the perceptions, attitudes, induction and decisions of those who are responsible for the performance of the church projects.

Availability of resources influences sustainability of church-initiated projects. That is, sufficient resources enhances profit margins, social security and financial autonomy of the church projects. This implies that availability of funds for initiation of church projects is an important factor in the initiation and implementation of church projects.

This attests to the fact that the higher the costs adoption of the innovation, the slower the pace of implementation and sustainability is likely to be. The cost factor was studied by various researchers and found direct and significant relationship between cost and sustainability of church-initiated income-generating projects. On the same breath, monitoring and evaluation strategies adopted influence sustainability of church-initiated projects. It is also evident that quarterly, continuous, annual monitoring and evaluation as do reporting strategies ensure profit margins, social security and financial autonomy of the church projects. This is indicative of the fact that stakeholders in church-initiated projects need quarterly feedback since it is important for their progress and advancement. That is, church organizations apply performance appraisal evaluation to measure the success of church projects, which can help in defining and developing future financial planning for the organizations.

#### **5.4 Recommendations of the Study**

The study makes the following recommendations;

1. On training, the study recommends that churches should organize for suitable, relevant, appropriate and quality training before initiating projects.
2. On church support, the study recommends that church leadership, members and other stakeholders should accord the necessary support to the projects. This may go a long way in attitude change, facilitation, induction, orientation and provision of pre-requisite resources.
3. On availability of resources, the study recommends that churches should ensure prudent use of the availability resources aimed towards sustainability of such projects. The churches should also seek other sources of financing to guarantee sustainability of church projects.

4. On monitoring and evaluation, the churches should adopt monitoring and evaluation mechanisms which are effective in guaranteeing further funding and eventual sustainability.

#### **5.4.1 Suggestions of Further Research**

1. A study could be conducted to further assess the effectiveness of monitoring strategies adopted for sustainability of church-initiated projects
2. A study could be conducted to evaluate how different forms of training impact on sustainability of church-initiated projects.
3. A study could be conducted to examine the church stakeholders' characteristics on sustainability of church-initiated projects.

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**APPENDIX I**  
**LETTER OF INTRODUCTION**

**July, 2016**

**Dear Sir/Madam,**

**RE: PERMISSION TO CARRY OUT RESEARCH**

The researcher is a student taking a course in Masters in Project Planning and Management at the University of Nairobi of Science in Entrepreneurship of Jomo Kenyatta University of Agriculture and Technology. The researcher is required to submit as parts of research work assessment, a research project on “**Factors Influencing Sustainability of Church Initiated Income-generating Projects in Kihumbu-ini Presbytery in Kandara sub-county, Kenya**”. To achieve this, you have been selected to participate in the study. The respondents are humbly requested to take part in the study. This information the respondents will provide will be used purely for academic purpose and the respondents’ names will remain anonymous in the final research project report.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Yours faithfully,

Shem Githinji Ngatia

## APPENDIX II

### QUESTIONNAIRE FOR YOUTH AND CHURCH MEMBERS IN PASTOR' OFFICE

Dear respondent,

The researcher is a student undertaking a degree course in Masters in Project Planning and Management at the University of Nairobi carrying out a research on factors Influencing Sustainability of Church Initiated Income-generating Projects in Kihumbu-ini Presbytery in Kandara sub-county, Kenya. The information you provide will be treated with confidentiality and entirely used for purposes of this study.

#### Section A: General Information

*Instruction: Please tick against your most appropriate answer and fill the spaces provided.*

1. Gender:

Male            [   ]                                  Female            [   ]

2. Highest level of educational qualification

Certificate            [   ]

Diploma                    [   ]

Degree                      [   ]

Postgraduate            [   ]

#### Section B: Stakeholders' Training and Sustainability of Church-Initiated Projects

1. Tick aspects of training which stakeholders need to undergo for sustainability of church-initiated income-generating projects

Relevance and suitability            [   ]

Mode of training                      [   ]

Trainers' qualities                      [   ]

Skills to be acquired                      [   ]

2. Rate the extent to which the listed aspects of stakeholders' training influence sustainability of church-initiated income-generating projects

Key: **SA**--Strongly Agree **A**--Agree **U**--Undecided **D**--Disagree **SD**--Strongly Disagree

Test Items	SA	A	U	D	SD
	5	4	3	2	1
Relevance and suitability of stakeholders training enhances profit margins of the church projects					
Relevance and suitability of stakeholders training enhances social security of church members					
Relevance and suitability of stakeholders training enhances financial autonomy of the church projects					
Mode of stakeholders' training enhances profit margins of the church projects					
Mode of stakeholders' training enhances social security of church members					
Mode of stakeholders' training enhances financial autonomy of the church projects					
Trainers' qualities enhance profit margins of the church projects					
Trainers' qualities enhance social security of church members					
Trainers' qualities enhance financial autonomy of the church projects					
Skills acquired during training enhance profit margins of the church projects					
Skills acquired during training enhance social security of church members					
Skills acquired during training enhance financial autonomy of the church projects					

**Section C: Church Leadership Support and Sustainability of Church Projects**

1. Tick kinds of support which church leaders need to provide to guarantee sustainability of church-initiated income-generating projects

Attitude [ ]

Provision of infrastructure [ ]

Induction and orientation [ ]

Facilitation [ ]

2. Rate the extent to which church leadership support influences sustainability of church-initiated income-generating projects

Key: **SA**-Strongly Agree **A**-Agree **U**-Undecided **D**-Disagree **SD**-Strongly Disagree

<b>Test Items</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Attitude of the church leaders guarantees profit margins of the church projects					
Attitude of the church leaders guarantees social security of church members					
Attitude of the church leaders guarantees financial autonomy of the church projects					
Church leadership which provides infrastructure guarantees profit margins of the church projects					
Church leadership which provides infrastructure guarantees social security of church members					
Church leadership which provides infrastructure guarantees financial autonomy of the church projects					
Church leadership which provides induction and orientation guarantees profit margins of the church projects					
Church leadership which provides induction and					

orientation guarantees social security of church members					
Church leadership which provides induction and orientation guarantees financial autonomy of the church projects					
Church leadership which provides facilitation guarantees profit margins of the church projects					
Church leadership which provides facilitation guarantees social security of church members					
Church leadership which provides facilitation guarantees financial autonomy of the church projects					

#### Section D: Availability of Resources and Sustainability of Church Projects

1. Tick qualities of resources which may guarantee sustainability of church-initiated income-generating projects

Sufficiency [ ]

Relevance [ ]

Suitability [ ]

2. Rate the extent to which availability of resources influences sustainability of church-initiated income-generating projects

Key: **SA**-Strongly Agree **A**-Agree **U**-Undecided **D**-Disagree **SD**-Strongly Disagree

<b>Test Items</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Sufficient resources enhances profit margins of the church projects					
Sufficient resources enhances social security of church members					
Sufficient resources enhances financial autonomy of the church projects					

Relevance of the available resources guarantees profit margins of the church projects					
Relevance of the available resources guarantees social security of church members					
Relevance of the available resources guarantees financial autonomy of the church projects					
Suitability of the available resources guarantees profit margins of the church projects					
Suitability of the available resources guarantees social security of church members					
Suitability of the available resources guarantees financial autonomy of the church projects					

### Section E: Monitoring and Evaluation Strategies and Sustainability of Church Projects

1. Tick different strategies adopted in your church to monitor and evaluate the progress of church-initiated income-generating projects

Quarterly                    [   ]

Annually                    [   ]

Continuous                [   ]

Reportage                  [   ]

3. Rate the extent to which monitoring and evaluation strategies influence sustainability of church-initiated income-generating projects

Key: **SA**-Strongly Agree **A**-Agree **U**-Undecided **D**-Disagree **SD**-Strongly Disagree

<b>Test Items</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Quarterly monitoring and evaluation strategies ensure profit margins of the church projects					
Quarterly monitoring and evaluation strategies ensure					



social security of church members					
Quarterly monitoring and evaluation strategies ensure financial autonomy of the church projects					
Annual monitoring and evaluation strategies ensure profit margins of the church projects					
Annual monitoring and evaluation strategies ensure social security of church members					
Annual monitoring and evaluation strategies ensure financial autonomy of the church projects					
Continuous monitoring and evaluation strategies ensure profit margins of the church projects					
Continuous monitoring and evaluation strategies ensure social security of church members					
Continuous monitoring and evaluation strategies ensure financial autonomy of the church projects					
Reporting strategies ensure profit margins of the church projects					
Reporting strategies ensure social security of church members					
Reporting strategies ensure financial autonomy of the church projects					

Thank you

Shem Githinji Ngatia

**APPENDIX III**

**FOCUS GROUP DISCUSSION GUIDE FOR MEMBERS OF WOMEN’S GUILD,  
MEN’S FELLOWSHIP AND CHURCH COMMITTEES ON DEVELOPMENT**

Dear respondent,

The researcher is a student undertaking a degree course in Masters in Project Planning and Management at the University of Nairobi carrying out a research on factors Influencing Sustainability of Church Initiated Income-generating Projects in Kihumbu-ini Presbytery in Kandara sub-county, Kenya. The information you provide will be treated with confidentiality and entirely used for purposes of this study.

**Section A: General Information**

1. Gender.....
2. What is your highest level of educational qualification?.....

**Section B: Stakeholders’ Training and Sustainability of Church-Initiated Projects**

1. What aspects of training which stakeholders undergo for sustainability of church-initiated income-generating projects?  
.....  
.....  
.....
2. How does stakeholders training influence sustainability of church-initiated income-generating projects?  
.....  
.....  
.....  
.....  
.....

**Section C: Church Leadership Support and Sustainability of Church Projects**

1. State the forms of support which church leaders need to provide to guarantee sustainability of church-initiated income-generating projects

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

2. Explain how the following forms of church leadership support influence sustainability of church-initiated income-generating projects

Attitude

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

Provision of infrastructure

.....  
.....

Induction and orientation

.....  
.....

Facilitation

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

**Section D: Availability of Resources and Sustainability of Church Projects**

1. Which qualities should resources need to have to guarantee sustainability of church-initiated income-generating projects?

.....  
.....

2. Explain how availability of resources influences sustainability of church-initiated income-generating projects

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

**Section E: Monitoring and Evaluation Strategies and Sustainability of Church Projects**

1. Do you usually monitor and evaluate the progress of church-initiated income-generating projects?

.....  
.....

2. State the monitoring and evaluation strategies you normally adopt

.....  
.....

3. Explain how such monitoring and evaluation strategies influence sustainability of church-initiated income-generating projects

.....  
.....

Thank you

Shem Githinji Ngatia

**APPENDIX IV**  
**INTRODUCTION LETTER FROM THE SCHOOL OF POSTGRADUATE STUDIES**  
**OF THE UNIVERSITY OF NAIROBI**



UNIVERSITY OF NAIROBI  
COLLEGE OF EDUCATION AND EXTERNAL STUDIES  
SCHOOL OF CONTINUING AND DISTANCE EDUCATION  
DEPARTMENT OF EXTRA MURAL STUDIES

---

4<sup>th</sup> July 2016

TO WHOM IT MAY CONCERN

RE: SHEM NGATIA GITHINJI: REG NO: L50/71967/2014

I am pleased to introduce Shem to you.

Shem is a registered student in M.A in Project Planning and Management at the University of Nairobi, Thika Extra Mural Centre.

As a requirement for the award of the degree, he is expected to conduct a research and write a report on the same. His Research topic is:

*Factors Influencing Sustainability of Church Initiated Income-generating Projects. A case of Kihumbu-ini Prsbytery in Kandara Sub-County, Muranga County.*

Kindly accord him all the necessary assistance. In case you have any queries, do not hesitate to contact the undersigned

Yours faithfully,

  
MR. MAURICE MASINDE  
RESIDENT LECTURER  
THIKA EXTRA MURAL CENTRE

APPENDIX V

AUTHORIZATION LETTER FROM NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION, NACOSTI

 123

**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: **NACOSTI/P/16/81013/12456** Date:  
**2<sup>nd</sup> August, 2016**

Shem Ngatia Githinji  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.



**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on “*Factors influencing sustainability of church initiated income-generating projects: A case of Kihumbui-Ini Presbytery in Kandara Sub-County, Kenya,*” I am pleased to inform you that you have been authorized to undertake research in **Murang’a County** for the period ending **30<sup>th</sup> July, 2017**.

You are advised to report to **the County Commissioner and the County Director of Education, Murang’a County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**BONIFACE WANYAMA**  
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner  
Murang’a County.

The County Director of Education  
Murang’a County.


National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

**APPENDIX VI**

**RESEARCH PERMIT FROM NACOSTI, FRONT PAGE**

**THIS IS TO CERTIFY THAT:**  
**MR. SHEM NGATIA GITHINJI**  
**of UNIVERSITY OF NAIROBI, 0-1000**  
**THIKA, has been permitted to conduct**  
**research in Muranga County**  
**on the topic: FACTORS INFLUENCING**  
**SUSTAINABILITY OF CHURCH INITIATED**  
**INCOME-GENERATING PROJECTS: A CASE**  
**OF KIHUMBUI-INI PRESBYTERY IN**  
**KANDARA SUB-COUNTY, KENYA**  
**for the period ending:**  
**30th July, 2017**

**Permit No : NACOSTI/P/16/81013/12456**  
**Date Of Issue : 2nd August, 2016**  
**Fee Recieved :Ksh 1000**



**Applicant's Signature**


**Director General**  
**National Commission for Science, Technology & Innovation**


## APPENDIX VII

### RESEARCH PERMIT FROM NACOSTI, BACK PAGE

**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 that 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**

  
**REPUBLIC OF KENYA**

  
**NACOSTI**  
**National Commission for Science, Technology and Innovation**

**RESEARCH CLEARANCE PERMIT**

**Serial No. A 10481**

**CONDITIONS: see back page**



**APPENDIX VIII**  
**RESEARCH AUTHORIZATION LETTER FROM COUNTY**  
**COMMISSIONER, MURANG'A**

REPUBLIC OF KENYA



**THE PRESIDENCY**  
**MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT**

Telephone: 060-2030467  
Email: ccmuranga@gmail.com

**COUNTY COMMISSIONER**  
**MURANG'A COUNTY**  
**P. O. BOX 7-10200**  
**MURANG'A**

*When replying please quote*

**REF.NO.PUB.24/11/VOL.II/119**

**12<sup>th</sup> AUGUST, 2016**

SHEM NGATIA GITHINJI  
University of Nairobi  
P.O Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Factors influencing sustainability of Church initiated income-generating projects: A case of Kihumbu-ini Presbytery in Kandara Sub-County, Kenya.*" I am pleased to inform you that you have been authorized to undertake research in Murang'a County for the period ending **30<sup>th</sup> July, 2017.**



SAMUEL M. MAINA  
For: **COUNTY COMMISSIONER**  
**MURANG'A COUNTY**

Copy to;

The Deputy County Commissioner  
Kandara Sub-County

**APPENDIX IX**  
**RESEARCH AUTHORIZATION LETTER FROM COUNTY DIRECTOR OF**  
**EDUCATION, MURANG'A**



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
STATE DEPARTMENT OF EDUCATION

Email: cdemuranga@gmail.com  
Telephone: 060 2030227  
When replying please quote

COUNTY DIRECTOR OF EDUCATION,  
P.O BOX 118 – 10200,  
MURANG'A.

Ref: MGA/CTY/GEN./64/VOL.II/125

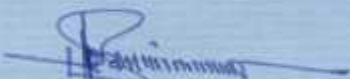
DATE: 12<sup>th</sup> August , 2016

Shem Ngatia Githinji,  
c/o P.O. Box 3518-01000,  
**THIKA.**

**RE: RESEARCH AUTHORIZATION**

The County Education office is in receipt of your request and authority letter from the National Commission for Science, Technology and Innovation, reference no. NACOSTI/P/16/81013/12456 dated 2<sup>nd</sup> August, 2016 to carry research on "**Factors influencing sustainability of church initiated income-generating projects: A case of Kihumbuni Presbytery in Kandara Sub-county, Murang'a County, Kenya.**"

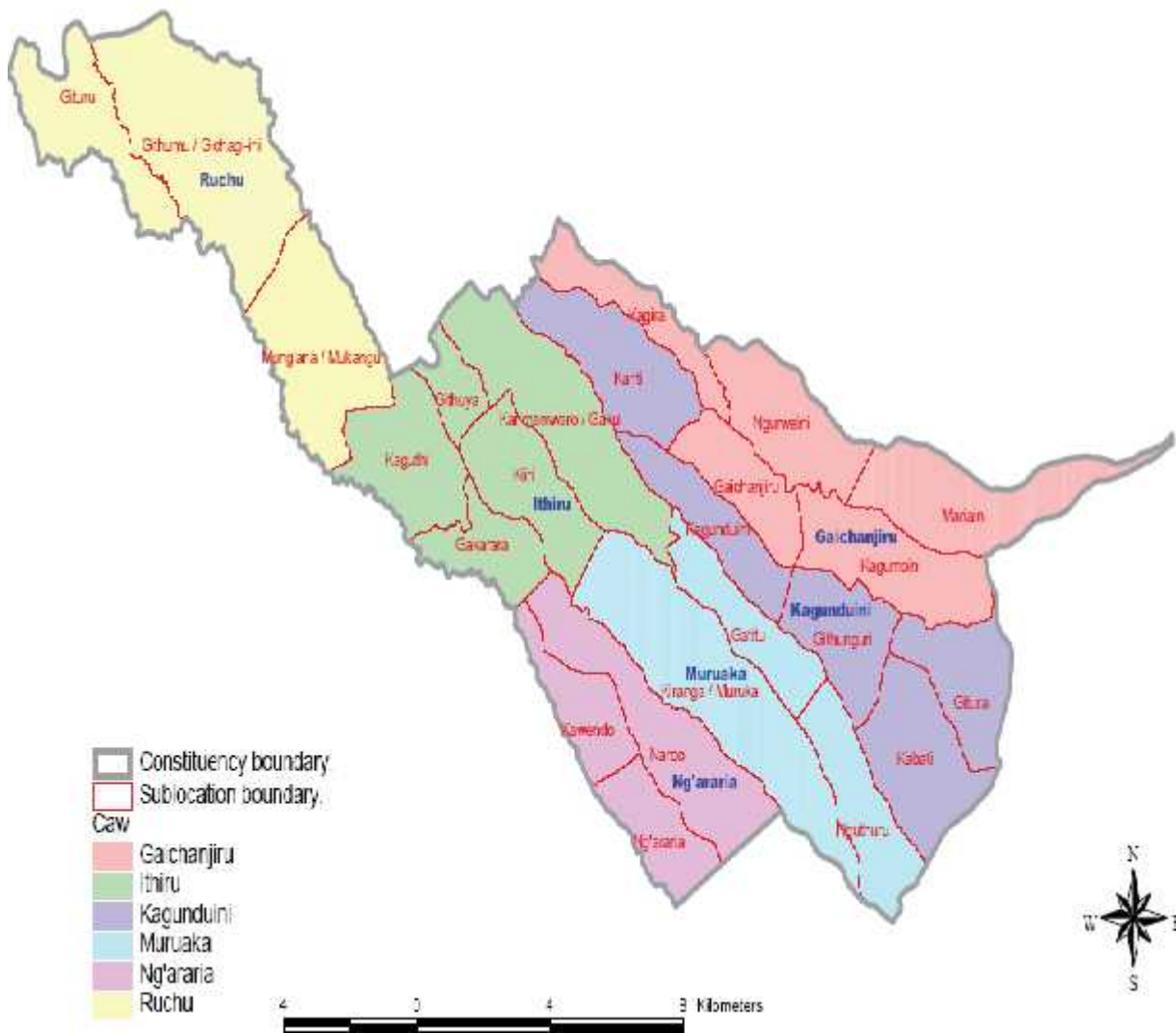
Authority is granted to carry out research in **Murang'a County** - for a period ending **30<sup>th</sup> July, 2017.**

  
L.K. KARUNTIMI  
COUNTY DIRECTOR OF EDUCATION  
**MURANG'A**



## APPENDIX X

### THE MAP OF KANDARA CONSTITUENCY



Source: IEBC (2015)