

**ORGANIZATIONAL FACTORS INFLUENCING SUSTAINABILITY OF COUNTY
FUNDED DEVELOPMENT PROJECTS: A CASE OF MERU YOUTH SERVICE
PROJECT, MERU COUNTY, KENYA**

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**A Research Project Report Submitted in Partial Fulfillment of the Award of the Degree of
Master of Arts in Project Planning and Management of University of Nairobi**

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DECLARATION

This project is my own original work and has not been presented for any award in any other university.

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This research project is presented for examination with my approval as the university supervisor.

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DEDICATION

I would like to dedicate this work to our almighty God for giving me strength and knowledge through my thesis. Secondly, I dedicate it to my loving son Liam Munene, mum Agnes Karwitha and my Partner Bob Mwenda for their unfailing support through my project. Thank you

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ABBREVIATIONS AND ACRONYMS

CDF:	County Development Fund
IMF:	International Monetary Fund - Homepage
KIHBS:	Kenya Integrated Households Budget Survey
MYS:	Meru Youth Service
NGOs:	Non-Governmental Organizations
NYDA:	National Youth Development Agency
NYS:	National Youth Service
OEE:	Office for Entrepreneurship Education
PIDA:	Programme for Infrastructure Development in Africa
RBV:	Resource Based View
SMEs:	Small and Medium-Sized Enterprises
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom
UK:	United Kingdom
UN:	United Nations
USA:	United States of America

ABSTRACT

The concept of sustainability of projects whether donor or government funded is posing a serious challenge not only in Kenya but also in many least developed countries. Most projects implemented at high costs often tend to experience sustainability difficulties especially after project closure whereby the county stops funding but the project is expected to continue to benefit the targeted beneficiaries. The purpose of this study was to determine organizational factors influencing the Sustainability of Youth Service Project in Meru County, Kenya. The study sought to achieve the following objectives; to evaluate the extent to which leadership style, project communication, resource allocation and capacity building influences influence sustainability of Youth Service Project in Meru County, Kenya. The study adopted a descriptive research design with the target population being 447 including Youth representatives, project managers and community leaders. Stratified simple random sampling techniques was used to select a sample of 109 respondents. Primary data was obtained using self-administered questionnaires while secondary data was obtained using data collection sheet. Data was analysed using Statistical Package for Social Sciences (SPSS Version 25.0). Descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables and information presented inform of tables. The qualitative data from the open-ended questions was analysed using conceptual content analysis and presented in prose. Inferential data analysis was done using multiple regression analysis. The study found that transformational leadership influences sustainability of Youth Service Project in Meru County to a very great extent. Further, it was found that formal feedback; top-down/bottom up; and methods of communication influence sustainability of Youth Service Project in Meru County to a moderate extent. The research found that financial management; and projects funding influence sustainability of Youth Service Project in Meru County to a great extent. The study further established that project design capacity building; and leadership capacity building influence sustainability of Youth Service Project in Meru County to a moderate extent. The study concluded that resource allocation ($r=0.941$, $p=0.014$) had the greatest influence on sustainability of Youth Service Project in Meru County, followed by capacity building($r=0.871$, $p=0.010$), then leadership style ($r=0.717$, $p=0.006$) while project communication ($r=0.653$, the $p=0.021$) had the least influence on the sustainability of Youth Service Project in Meru County. The research recommended that project officers must receive at least basic training in project management. Where project management committees

exist, the members should also be trained. There is also a need to seek alternative sources of funds and resources such as forging public private partnerships, enhancing cost-recovery measures and approaching donors for funding.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Sustainability is the ability of an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue. Donors want to see how the project and its impact will outlive their direct involvement in the project (Oino, Towett, Kirui & Luvega, 2015). County governments fund various projects to enhance the living standards of the county residents. Hence sustainability of these projects is very significant (Raymond, 2015). Globally, billions of shillings have been spent on projects that are meant to enhance the living situation of the communities especially youths. These projects include empowerment projects, training programs among others. The projects are initiated based on the fact that for growth of any nation there is need to come up policies and initiate sustainable projects for youths (Smith & Stirling, 2018).

County funded projects are intended to transform the economic wellbeing of the locals leading to poverty reduction. The sustainability of these projects is a great concern since most of the projects are politically instigated. It is for this reason that project implementers face continuous internal and external pressures from governments, the taxpayers and the entire community at large (Blackstock, Harlos, Macleod & Hardy, 2015). A project is believed to be sustainable if it continues to provide some level of benefits after the donor terminates major financial, managerial, and technical support. Sustainability of a project ensure that the benefits from a project are felt for extended periods of time that can justify the economic and social input invested in to the project (Bjärstig, 2017).

In order to achieve sustainability in projects, there was need to have better approaches covering governance, foundations, advocacy, fundraising, management and leadership among others. The focus should be on capacity building at both national and regional level to ensure workforce with appropriate skills that promote participatory and sustainable project development while at the same time empowering stakeholders to be more analytical about their situations, resources and develop appropriate interventions strategies to address the problems faced (Raymond, 2015). The World Bank (2011) defined sustainability as to be the ability of a project to maintain an acceptable level of benefit that flows through its economic life. Many rural youth projects actively promoted the application of technology to improve agricultural

production on a sustainable basis, and the start-up of agricultural and rural-based nonagricultural income-generating activities (Omeri, 2015).

Sustainability of any project is affected and determined by organizational factors. The organizational factors in this case are all elements within a projects or an organization which have an influence on the people or stakeholders involved in the projects (Blackstock, Harlos, Macleod & Hardy, 2015). organizational factors entails any attempt to enhance the knowledge, skills and experiences of young people, capacity building as well as project communication which all aim at increasing and enhancing sustainability of the projects (UN Report, 2014). Sustainability pertains to a multiple of aspects with institutional, social, technical, environmental and financial dimensions (Björstig, 2017). This accounts for the fact that understanding and measuring sustainability is so difficult, and why solutions are highly context specific. Practical responses to the challenge of sustainability are being tested and used by development practitioners the world over.

Due to the widespread trend devolution in various developing countries, most of development projects are funded by the county or regional governments. The need to ensure sustainability of these projects is therefore paramount so as to guarantee continued projects benefits to the residents (Martens & Carvalho, 2017). Sustainability cannot be achieved without its link to organization factors. Organization factors like project communication and resource allocation influence the direction and detail of design and implementation of the projects. Allocating adequate time and resources for projects and responding to demand-led approaches are important ways to improve sustainability of these projects (Tovey, 2016). Therefore there is a need to establish the organizational factors influencing the sustainability of county funded projects.

Globally, county funded development projects are involved in a wide range of activities and programs at national and regional levels all aimed at improving the wellbeing of poor people. Development agencies such as Faith Based Organizations and Non-Governmental such as United Nations Environmental Programme and Community Based Organization have historically provided services to needy populations and contributed significantly to the strengthening of many individuals' life, families and communities (Martens & Carvalho, 2017). Conceptually, development projects undertaken by County Governments are asset building that improves the quality of life among resident's low-to-moderate income communities (Smith & Stirling, 2018).

In Australia, emphasis has been based on initiating projects to support the growth and development of small and medium-sized enterprises (SMEs) for youths. Examples of initiatives focusing on entrepreneurship skills include: the Office for Entrepreneurship Education (OEE), a dedicated national resource with the specific remit of assisting the skills development of upcoming entrepreneurs (Tovey, 2016). Another project is the Emerging Leaders Executive, a level development program, which targets emerging businesses with small turnover but growth potential. Though these projects have born a lot of benefits, their sustainability is still a challenge (Ernst & Young, 2013).

In Canada, sustainability of projects has always been lacking in as much as several billions and billions of money has been pumped in by donors for projects throughout the Country (Martens & Carvalho, 2017). There are still several programs which have not been successful and people still depend on government funding to implement more projects without any mechanism to sustain the projects beyond their timelines. The project initiatives such as Goldman Sachs 10,000 and Growth Accelerator assist in empowering the youths in Canada to develop their entrepreneurship skills and provide examples of good and effective practice though their sustainability have been an issue (Christen, 2015).

In the United States of America, the new Indian Education Centre as a project was established to provide facilitator leadership training to the Native American communities on project implementation, with the capacity to link existing service delivery systems to resulting exemplary local projects to provide technical assistance (Boyer, 2015). The aims of the Centre were to provide leadership development, to provide training for local community members, to provide technical assistance to local communities and to provide information and dissemination services. The main focus was to develop the capacity of local communities and the creation of employment (Ernst & Young, 2013). Knowledge and skills are paramount in running of community based projects. Very minimal results will be achieved if projects are not run systematically and necessary skills applied in maximizing output. Project leaders and members require trainings to enable them understand issues at the level of commonness and proven result oriented procedures (Zhong & Wu, 2015).

In Africa youth empowerment projects are vital drivers of development to improve countries competitiveness and helping to integrate the continent into the global economy and it promotes sustainability and socially inclusive economic growth (Aarseth, Ahola, Aaltonen, Økland & Andersen, 2017). African heads of State and Government adopted the Programme for

Infrastructure Development in Africa (PIDA) which is a framework for regional and continental infrastructure development until 2040. In Tanzania, the country has for the last 15 years embarked on a range of reforms and development initiatives, which have led to substantial changes in local development practices. This led to significant development projects funding identification and implementation in the Zanzibar Islands and mainland Tanzania (Hannan & Sutherland, 2015).

In Malawi the Youth Enterprise Development Fund (YEDF) was conceived by then President, Professor. Bingu wa Mutharika for funding projects aimed at addressing challenges facing youth in Malawi by providing them with knowledge, essential skills, competencies and opportunities to engage in micro, small and medium enterprises as a self-employment strategy. The objective of the fund is to provide the youth with sustainable technical, entrepreneurial and financial skills that will promote business ingenuity as well as sufficiently prepare them to operate commercial ventures effectively and efficiently towards achieving business continuity, growth and profitability, (Buckland, Frame, Dauenhauer, Eales, A., & Strachan, 2017).

In South Africa, sustainability of projects have been a major issue. Most the projects initiated by government tend to collapse few years after completion. Development projects funded by the government often tend to experience sustainability difficulties especially after project closure whereby the government funding is cut off but the project is expected to continue to benefit the targeted beneficiaries (Sambo, 2015). Some of the sustainability challenges in South Africa include Bad governance, resource curse, conflicts, lack of project management capacity, poor project design, politics, geographical location, and corruption. Projects meant to empower the youths in South Africa have assisted through training and capacity building (Sambo, 2015).

In addition, Zambia is not an exception to the challenges of project sustainability after external aid. Over 30 years, the country has been implementing three robust social investment projects through Community Driven Development (CDD) approach to empower local communities. The first phase alone gobbled US\$ 64.7 million from World Bank (Oino, Towett, Kirui & Luvega, 2015). Despite empowering local communities to co-finance several sub-projects, participation by communities and sector agencies was limited. Furthermore, due to inadequate government counterpart funding and lack of community maintenance of the post project facilities, the benefits of the projects could not be sustained when funding for the same ended. As a result, the social investment project infrastructures achieved remain ‘white elephants,’

and to-date, beneficiaries are daunted by poverty and food insecurity (Aarseth, Ahola, Aaltonen, Økland & Andersen, 2017).

In Kenya, a great number of people are being positively impacted by county funded development projects. The focus of county funded development projects includes interventions in Education, Water, Agriculture, Livestock and Food Security, Transport and Infrastructure among others. County funded development projects are designed and planned for a certain period called the gestation period or life span after which they come to an end and the community is expected to take over and run the project and make it self-sustaining in the long run (Mburu & Makori, 2015). Governments both National and County and Non-Governmental Organizations (NGOs) in partnership with communities do establish development projects based on needs assessment, however, the projects collapse shortly following the phase out of the funding agency. A World Vision (2015) evaluation report analysis shows that most community development projects have failed to be operational after the funding organizations withdraw their support (Finch, 2015).

In Kenya, the County Development Fund (CDF) was launched in year 2013 after the general election as depicted in the new constitution. The available devolved kitty was the Constituency development fund as outlined under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No. 11) tasked with ironing out regional imbalances brought about by patronage politics (Nyaguthii & Oyugi, 2013). CDF provides funds to constituencies through the respective members of the National Assembly. County Governments have the objective of helping to improve the livelihood of the locals either through direct participation or providing funding to supplement the national government's allocation to the various sectors. Most of these funds provided by County Government are project driven short-term funds, which do not factor in the whole funding mechanism policies that will ensure that such projects become sustainable after the county funds have been withdrawn (Matetai & Yugi, 2016). To ensure project sustainability, it is crucial to have well thought out strategy that only looks at how a County Funded Project is completed, but also the means to continue with the project after the county funds have been withdrawn (Rugiri & Njangiru, 2018).

Project sustainability is a major challenge not only in Kenya, but also in many developing countries. Most projects implemented at high cost often tend to experience difficulties with sustainability. Donors such as the World Bank, DFID, USAID and other bilateral aid agencies have been expressing concerns on project sustainability, while the trend with implementation

of projects is showing significant improvement, post-implementation sustainability is rather disappointing with very few projects being sustained (Matetai & Yugi, 2016). Despite funds spent on implementation of projects in Kenya, poor sustainability is depriving them from the returns expected of these investments. Several factors are responsible for poor project sustainability. Some factors are simple and others are quite complex where some are within the control of the project management, while others come as external threats (Nyaguthii & Oyugi, 2013).

Meru youth service works with youth by cultivating relationships through safe, supportive, and creative programming to maximize their strengths and navigate their lives. In Kenya, youth groups have emerged as an important tool of socioeconomic development aimed at youth empowerment, livelihoods strengthening and poverty alleviation. They have been formed for enterprise development to engage the young people in economic activities, create self-employment and enable the country become a globally competitive and prosperous nation by 2030. To attain this course, a number of efforts and strategies have been made by the Kenya government to initiate youth development programs, such as the Youth Enterprise Development Fund, established on the premise that micro, small and medium enterprises development initiatives are likely to have the biggest impact on job creation and thereby address the challenge of unemployment (Waithera, & Wanyoike, 2015).

The Greening Kenya project is being implemented by National Youth Service (NYS) and Kenya Prisons. The two institutions came together in a joint programme dubbed 'Greening Kenya' to grow 50 million tree seedlings to help meet the target. Other benefits to be accrued from this programme include mitigating climate change and raising environmental awareness, generating income for households and communities as well as attaining the constitutional requirement of 10% tree cover (County Report, 2017). The Meru government has made a milestone by becoming the first devolved unit in the country to form a functional youth programme, aimed at addressing runaway unemployment rate and various vices affecting the youngsters. Early 2015, the Meru Youth Service (MYS) recruited 1000 youth who were competitively recruited at the ward level from each of the 45 wards across the County (Waithera & Wanyoike, 2015). To ensure sustainability and continuity of the programme, the county assembly has passed a bill that will guide the MYS operations. The county has allocated Sh100 million for the ambitious projects that he hopes will address joblessness among the youth in the county (Sikenyi, 2017).

1.2 Statement of the Problem

The concept of sustainability of projects whether donor or government funded is posing a serious challenge not only in Kenya but also in many least developed countries. Most projects implemented at high costs often tend to experience sustainability difficulties especially after project closure whereby the county stops funding but the project is expected to continue to benefit the targeted beneficiaries (Omeri, 2015). County Governments have the objective of helping to improve the livelihood of the locals either through direct participation or providing funding to supplement the national government's allocation to the various sectors (Smith & Stirling, 2018). Most of these funds provided by County Government are project driven short-term funds, which do not factor in the whole funding mechanism policies that will ensure that such projects become sustainable after the county funds have been withdrawn. To ensure project sustainability, it is crucial to have well thought out strategy that only looks at how a County Funded Project is completed, but also the means to continue with the project after the county funds have been withdrawn (Oino, Towett, Kirui & Luvega, 2015).

In Kenya, most projects implemented tend to experience difficulties with sustainability (Mburu, 2017). Many Kenyans have raised concerns on sustainability of various projects being funded by the county governments with many projects failing few years after completion. Poor sustainability have been depriving them from the returns expected of these investments despite funds spent on implementation of projects in Kenya (Wafula, 2017). Poor sustainability in most of projects is attributed to poor capacity building, poor leadership styles as well as inadequate resource allocation. Inadequate allocation of funds for maintaining the projects have led to collapse of most county funded projects (Mutimba, 2013).

In Meru County, unemployed is still a major problem despite various projects initiated to address the issue of unemployment. Youths have continued to witness a decline in living standards, increased levels of poverty and deterioration in infrastructure regardless of many efforts by county government and development partners implementing projects Meru County (Zuofa & Ochieng, 2016). Projects funded by Meru County have failed to meet the expectations of the beneficiary communities and have not produced the desired results. This means that most funds are wasted on county funded projects which is a serious challenge because resources are scarce and have to be utilized sparingly. Though there are various youth service projects have initiated, sustaining them have been a challenge owing to a lot of resources needed for them to remain operational. Most county funded projects in Meru County do not last to benefit the targeted beneficiaries after the completion (Mburu & Makori, 2015).

Various studies have been conducted in relation to sustainability of county funded projects. Ochunga (2016) conducted a study on influence of stakeholder participation on sustainability of community development projects implemented by plan international in Homa Bay Town Sub-County, Mburu (2017) examined influence of project planning on sustainability of road construction projects in Nairobi City County, Kenya based on a case of China Wuyi Company Limited and Wafula (2017) did a study on factors influencing the road projects performance in Kenya based on a case of road contractors in Machakos County. However, none of the reviewed studies focused on organizational factors influencing sustainability of county funded projects. Therefore this study sought to bridge this gap by establishing the organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the organizational factors influencing sustainability of county funded projects a case of Meru Youth Service Project, Meru County, Kenya.

1.4 Objectives of the Study

The study sought to achieve the following objectives;

- i. To determine the extent to which leadership style influences sustainability of Youth Service Project in Meru County, Kenya.
- ii. To establish the extent to which project communication influences sustainability of Youth Service Project in Meru County, Kenya
- iii. To assess the extent to which resource allocation influences sustainability of Youth Service Project in Meru County, Kenya.
- iv. To determine the extent to which capacity building influences sustainability of Youth Service Project in Meru County, Kenya.

1.5 Research Questions

The study sought answers to the following questions;

- i) To what extent does leadership style influences sustainability of Youth Service Project in Meru County, Kenya?
- ii) To what extent does project communication influence sustainability of Youth Service Project in Meru County, Kenya?
- iii) To what extent does resource allocation influence sustainability of Youth Service Project in Meru County, Kenya?

- iv) To what extent does capacity building influence sustainability of Youth Service Project in Meru County, Kenya?

1.6 Research Hypothesis

In order to achieve the objectives of the study was guided by the following overarching null hypothesis.

H₀₁: Leadership style does not significantly influence sustainability of Youth Service Project in Meru County, Kenya

H₀₂: Project communication does not significantly influence sustainability of Youth Service Project in Meru County, Kenya

H₀₃: Resource allocation does not significantly influence sustainability of Youth Service Project in Meru County, Kenya

H₀₄: Capacity building does not significantly influence sustainability of Youth Service Project in Meru County, Kenya

1.7 Significance of the Study

The study would assist the members of the senate in coming up with policies that would ensure proper utilization of county funds in Kenya. The senators would be able to play an oversight role and monitor the activities of the county governments engage in and ensure that they are carrying out their roles according to the laws and ensure sustainability of the projects funded by the counties. These findings of the research would be shared with development practitioners and it was intended that they would use it to improve on county funded projects design and functionality to enhance sustainability.

The study would be important to the community who are the beneficiaries to know the role that they are expected to play in the process of implementing county funded projects to ensure sustainability as they would be enlightened on what is expected of them. The findings would also assist the county government administration in coming up with better strategies of planning for projects by coming up with approaches that involve the community at all stages of project formulation and implementation.

The results obtained would contribute to and reinforce already available literature in regard to sustainability of county funded projects and contribute to enhancing the efforts towards the overall sustainable development. The literature would be useful to scholars as a reference

material when carrying out further research on issues of sustainability of county funded projects.

1.8 Delimitation of the Study

The study sought to establish organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya. The study focused on Youth service project in Meru County, Kenya. The study specifically established the influence of leadership style, project communication, resource allocation and capacity building on sustainability of Youth Service Project in Meru County, Kenya. The study collected data from the project managers and other related stakeholders. The study was carried out in a period of six months.

1.9 Limitations of the Study

The respondents targeted in this study were reluctant in giving information fearing that the information being sought might be used to intimidate them or print a negative image about them. The researcher handled this by carrying an introduction letter from the University to assure them that the information they gave was treated with confidentiality and would be used purely for academic purposes. Further, the results of the study were limited to the extent to which the respondents were willing to provide accurate information. The researcher checked for consistency and test the reliability of the data collected. The other limitation was that sustainability is a multifaceted variable and therefore this research did not study all the dimensions of sustainability.

1.10 Assumptions of the Study

This study assumed that the respondents were honest, cooperative and objective in the response to the research instruments and would be available to respond to the research instruments in time. Finally, the study assumed that the authorities would grant the required permission to collect data from their institutions.

1.11 Definition of Significant Terms Used in the Study

The following are the operational definitions of terms that were used throughout this study:

County – in kenya this refers to one of the 47 local administrative units created under the constitution in an effort to devolve governance.

County Funded Projects- Refers to projects financed either in phase or fully by the County Government from the devolved funds.

Sustainability of county funded projects: is the ability of a project of any type to remain in good condition and to continue providing services over the long term. Project sustainability ensures that resources are managed in a way that ensures the current generation enjoys the benefits that accrue from the project without denying future generations the enjoyment of similar benefits.

Leadership style: This is the leader's method or means of providing direction, implementing plans, and motivating people during the implementation of the projects.

Project communication: This is ability to effectively communicate about the project to the stakeholders and project team in a bid to improve the process of its implementation.

Resource Allocation: This is the means by which the money required to undertake a project is secured and then made available as required.

Capacity Building: This is the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity.

1.12 Organization of the Study

This study was organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the Study, delimitations of the study, limitations of the Study and the definition of significant terms. On the other hand, chapter two reviews the literature based on the objectives of the study. It further looks at the conceptual framework and finally the summary. Chapter three covers the research methodology of the study. The chapter describes the research design, target population, sampling procedure, tools and techniques of data collection, pre-testing, data analysis, ethical considerations and finally the operational definition of variables. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closes with chapter five which presents the discussion, conclusion, and recommendations for action and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of the work done by other researchers on institutional aspects influencing sustainability of county funded projects. The review is based on the study where the emphasis lies on the extent to which factors such as leadership style, project communication, resource allocation and capacity building influences the sustainability of county funded projects. Towards the end, the theoretical review and the conceptual framework is presented. Knowledge gap that has resulted to the need for this study is pointed out just before the presentation of a summary of the literature review

2.2 Sustainability of County Funded Projects

Sustainability is to be able to continue to make something continue to exist or happen for a period. It is the endurance of systems and processes (Oino, Towett, Kirui & Luvega, 2015). Youth groups are small informal associations created for enabling members to reap economic benefit out of mutual help, solidarity and joint responsibility. The benefits include mobilization of savings and credit facilities and pursuit of group enterprise activities. The group-based approach not only enables the youths to accumulate capital by way of small savings but also helps them to have access to formal credit facilities (Smith & Stirling, 2018). Project sustainability is the ability of a system of any type to remain in good condition and to continue providing services over the long term. Project sustainability ensures that resources are managed in a way that ensures the current generation enjoys the benefits that accrue from the project without denying future generations the enjoyment of similar benefits (Osei-Kyei & Chan, 2015).

Sustainability encompasses conventional approaches while adding a longer-term perspective. This longer-term perspective invites other, less traditional considerations for project identification and selection. Further, Alauddin and Sarker (2014) highlighted that, for a project to achieve sustainability, it needs to be implemented through a strategic approach. The strategic approach incorporates four main elements, future Orientation: assuming things will change, and planning to maximize benefits which can be derived during and from that change; external emphasis: recognizing the diversity of the project environment and the many dimensions which

impact on project outcomes, including technology, politics, society, and economics; environmental fit: planning for a continual fit between the project (both benefits and delivery institution) and its environment, including mission, objectives, strategies, structures, and resources; and process Orientation: planning and management priorities evolve in an iterative cycle of conscious and deliberate learning from experience as the reality changes (Alauddin & Sarker, 2014).

Sustainability would increase with the investment in institution and capacity building to operate and maintain the system and would require the development of cost recovery mechanisms, as well as provide an incentive towards local investment. This indicates that it is necessary to consider the level of investment that will be required during the operation and maintenance of the project (Bhandari & Grant, 2014). The government and the international community should not be expected to finance all expenditures required in the life of the road construction project. However, the government has a crucial role in establishing the proper regulatory and institutional framework as well as the incentive structure within which resources from end users, local budgets, enterprises and potential capital markets can be mobilized to complement the initial financing. After the completion of a project, it is essential to address its post construction sustainability in order to ensure that institutions, funds, and expertise are available to keep rural road construction project viable and functional. If all the foregoing processes are in place, then systems are sustainable (Kinyua, Mwangi & Riro, 2015)

Most youth groups do not have well-developed management systems in place and do not have clear vision and mission statements to guide their decision making. Many of these youth groups 14 just developed a constitution for registration purposes only. Several youth groups in the study also indicated the registration process with government departments to be a challenge for them (Raymond, 2015). Youth groups in Kenya face various challenges including lack of appropriate skills, unclear and uncoordinated youth policies and programs, resource constraints and low status given to youth (Omeri, 2015).

For effective sustainability of programmes, a seamless downscaling of expatriate roles and responsibilities should be commenced and the proportional increase in the local talent during the project life. This is predicated on the assumption that over the project period enough local capacity was built among the local experts to gain professional and technical knowledge to manage the project (Jiang, Wang & Zhu, 2017). Usually, as the project approaches its final stage, the donor input into direct operations and leadership declines significantly and only

limited to consultations and support. This now calls for leadership on the part of expatriate staff to begin preparations for a smooth exit strategy and start mentoring replacement staff early (Mwangangi & Wanyoike, 2016).

Project sustainability is one of the most critical challenges for all grassroots, national and international development agencies. Globally, billions of shillings have been spent in communities to enhance the living situation of the people. One of the most critical obstacles is the extent to which the projects are able to persist despite the exit of donors, while the beneficiaries reap dividends, and appreciate their participation and ownership role in the project. Apparently, little evidence indicates that, it is sustainability that makes the difference between success and failure of community-based projects (Li, Wu, & Liu, 2018).

Ngatia and Kihara (2018) examined determinants of sustainability of donor funded community projects in Garissa County. The study adopted a descriptive research design and the population included donor funded project managers, donor agencies and project beneficiaries. Primary data was collected through semi structured questionnaire while secondary data was collected through desk search techniques from the internet from past scholarly articles. Inferential results revealed a positive and significant relationship between community participation and sustainability of donor funded community projects and also positive and significant association between financial management and sustainability of donor funded community projects in Garissa County. The study concluded that an improvement in various indicators of community participation such as donor funded community projects leaders' vision, community empowerment and community decision-making, programme planning, monitoring and evaluation, leadership and management skills, establishment of linkages between project components, supervision and mobilization of local resources will result to positive and significant effect on sustainability of donor funded community projects in Garissa County.

Mutinda (2015) examined factors influencing sustainability of county funded projects in Mbooni sub County, Makueni County-Kenya. The target population of this study was sub-county departmental heads, project management committee members and chief officers. The study recommends that the level of stakeholders' participation in project planning and implementation should be increased to enhance sustainability of County Funded Projects. The Government of Makueni County should ensure it puts in place effective and efficient monitoring and evaluation systems that are participatory in nature. Staff competence should also be considered as an essential factor influencing sustainability of County Funded Projects.

2.3 Leadership Style and Sustainability of County Funded Projects

Leadership is a government function in a company and that it is a manner that has an impact on others. Management may be practiced by any individual at unique levels inside a business enterprise regardless of the location of hierarchy of that character inside the organization. Management is likewise stated to be worried with the capacity of a character to persuade the behaviors of others with a view to address the desires of the chief (Ndegwa, 2015). In different words, leadership is a dynamic behaviors and a pacesetter's position with regard to an ideal style varies with exceptional occasions and trends. Consequently, no ultimate management behaviors exists and the numerous approaches that leadership has been conceptualized will have an effect on "the connection amongst leaders and followers who intend actual modifications and outcomes that mirror their shared purposes (Vundi, 2018).

Consequently, managing speedy, complex, and frequently discontinuous change calls for effective leadership. Despite the fact that the significance of management has been seemed as a achievement element for organizations, in regard to venture context there have nevertheless no longer been sufficient empirical research on the affiliation among management style and project success, in particular inside the context of sustainable production (Namisi, 2019). However, basic assignment achievement consists of numerous dimensions that depend upon the manager's management style and competences. Corresponding to the competence school of leadership, performed a comprehensive evaluate of contemporary theories and decided fifteen leadership dimensions that can be grouped beneath two competences; intellectual (IQ) and managerial (MQ), and a personal characteristic dimension named emotional and social dimensions (EQ) (Adebola-Wilson, 2017).

Transformational and transactional management are also the most important leadership styles on which we've targeted on this have a look at. On the one hand, transformational leadership refers to leaders focusing on assembly the higher-order intrinsic needs of their followers, ensuing in fans figuring out themselves with the wishes in their leader (Laureani & Antony, 2017). It has 4 dimensions: charisma (or idealized affect), inspirational stimulation, highbrow stimulation and individualized consideration. On the other hand, transactional leadership refers to leaders that specialize in pleasurable the extrinsic needs in their subordinates, such a focus consequences in the subordinates acting the duties that their chief requires. It includes contingent rewards and management with the aid of exception. The effects that specific forms of management may have on innovation range within the literature (Barbosa, Gambi & Gerolamo, 2017).

The transformational leader motivates the personnel to strive for the collective goals, and stimulating fans' recognition and expertise in the direction of the organizational imaginative and prescient. Transformational leadership enhances the creative effort in a company and contributes to the innovative intention (Sandstrom & Reynolds, 2019). Transformational leadership is a strong supporter of the unconventional matters that foster innovation and improve overall performance. Frontrunner having a contingent reward behavior might reap employees' previous settlement on the job to be accomplished in exchange of rewards for delivering the overall performance inside a time body. Furthermore, a frontrunner promoting an active management by way of exception supervises employees, identifies errors or mistakes, after which takes corrective movements (Vloet, 2017).

Moreover, the assignment achievement partially depends at the supervisor's management style for this reason the management has amazing have an effect on the overall performance of the project (Vloet, 2017). Thus, its miles commonly believed that transformational management and transactional leadership may have a full-size and superb effect on organizational overall performance, in particular at the innovation performance in the undertaking-primarily based enterprise. Innovation is one of the maximum understanding-in depth activities. Know-how extensive activities are simultaneously important for innovation within the enterprise operation technique and allow interplay and promote the relationship among actors within the business enterprise (Barbosa, Gambi & Gerolamo, 2017).

Information management is a pre-needful for developing, sharing, and storing creative ideas. Powerful management performs a widespread role in promoting a supportive climate for exposing know-how into employer innovation. Know-how management refers to all managerial activities which facilitates individuals in the enterprise to create new understanding and percentage this knowledge with others in order to enhance the performance of the enterprise. Each knowledge sharing and information software were recognized to facilitate the introduction of latest thoughts and approaches in order that it may enhance the performance of the groups (Barbosa, Gambi & Gerolamo, 2017). Know-how control plays a mediation function in the relationship between transformational management and organizational performance, whilst controlling the impact of transactional management. Hence, transformation leaders nurture the intrinsic desires to share expertise at the same time as transaction leaders contain in presenting rewards to share understanding. It's also predicted that such leaders enhance innovation performance of the challenge-based organization through the process of understanding sharing inside the initiatives (Sfantou, Laliotis, Patelarou & Patelarou, 2017).

Leadership involves motivating the employees, being innovative, creating a healthy organization, policy maker and so on. In relation sustainability of projects, the above can play a key role in influencing successful sustainability of youth income generating projects. Managers of youth income generating projects, due to their incompetence have failed to effectively lead people working in the project (Barbosa, Gambi & Gerolamo, 2017). This lead to low success rate of such projects during implementation and subsequent post-implementation. The project managers of medium and large scale organizations, when executing their leading function give assignments, explain routines, clarify policies and provide feedback of the performance to the project staff. Managers of the youth economic projects in their attempt to lead, usually confuse people working in the project because due to inadequate of the necessary competencies for leading the project team (Barbosa, Gambi & Gerolamo, 2017).

Ndegwa (2015) examined factors influencing the sustainability of kemri hiv/aids grants funded projects in Kenya. Descriptive research design was employed in this study. The study population constituted of 20 KEMRI HIV/AIDS projects in which a census sampling design was adopted. The overall results obtained from the research findings indicate that adequate funding provided by donors, various management competencies, and stakeholder's involvement and participation positively influence the sustainability of KEMRI HIV/AIDS grant funded projects in Kenya. This study concludes that there is a positive significant relationship between funding and project sustainability. This implies that the sustainability of KEMRI HIV/AIDS projects in Kenya is largely influenced by adequate funding. To improve the projects performance and inform the decision making process better, KEMRI requires adequate organizational support in the form of financial resources.

2.4 Project Communication and Sustainability of County Funded Projects

Project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices (Abrudan & Fofiu, 2017). Just with correspondence will the venture recipients turn into the key performing artists to make advancement programs effective Advancement projects can just understand their maximum capacity if learning, data and innovation are adequately shared. Unless the group is the main thrust for their own particular advancement, no measure of ventures or

arrangement of innovation and data sources will realize any enduring change in their expectations for everyday comforts (Keura, & Moronge, 2016).

Correspondence is basic to this as it empowers organizers while recognizing and detailing advancement projects to counsel with individuals keeping in mind the end goal to consider their necessities, mentalities and conventional learning. Beneficiary participation is an important factor for projects. Since it gives many benefits and final product to the community, donors are always insisting the projects with beneficiary participation (Margaret, Hayward, Hayward & Walsh, 2017). However, for smooth execution of beneficiary participatory projects has to cross many hurdles for its successful completion. It is important that communication is factually correct and consistent especially relevant for tribes and communities with a high percentage of minorities. Project managers should provide timely and frequent announcements of public meetings through local media and/or flyers and identify the source where interested community members can get more information; develop sponsoring and co-planning relationships with community groups, ensuring them shared roles in developing agendas, setting of goals, and providing leadership and outreach; plan meetings that are accessible and accommodating (Kose, & Ozturk, 2018).

Community leaders can assist in the communication of information by Suggesting appropriate means of informing the community, talking to their respective constituents, announcing meetings, ensuring that participation efforts reflect cultural diversity and communication differences among the ethnic groups, developing notices that are concise, understandable, and available to the community/communities involved, mapping the capabilities and assets of individuals, citizen associations, and local institutions, and building relationships and alliances to respond to the project challenges; perform active and extensive outreach methods, such as school programs, presentations in public meetings, workshops/seminars, posters, advertisements in local papers, community newsletters, local cable access network stations, websites, or mail posts (Brulin & Svensson, 2016).

Documentation and spread of basic achievement calculates and best practices extend administration will enhance the nature of venture administration in Ghana. The nonappearance of an organized arrangement of documentation of venture administration rehearses among Ghanaian venture directors has brought about a shortage of experimental information (Kose & Ozturk, 2018). The failure of the scientists to test associations crosswise over Ghana is considered as one of the study's restrictions, a case of a land limitation. Communication

practices play an important part in the exercise of citizenship, because they strengthen processes of discussion and diffusion of information. It is through a process of discussion and exchange that citizens come to hold opinions on public matters'. The safeguarding of participation and citizens' engagement in democracy is possible through the existence and practice of public communication, which comprises social mechanisms that facilitate debates and discussion of public issues (Barbosa, Gambi & Gerolamo, 2017).

Public communication practices are evident also in the use and creation of alternative and citizens' media, which, 'contribute to processes of social and cultural construction, redefining norms and power relations that exclude people'. Citizen and community media, where public communication is performed, are spaces to promote dialogue both within and outside the communities (Brulin & Svensson, 2016). They have the advantage of having more credibility and being closer to the people in the localities. Community and citizen media provide useful social contents, to facilitate other dynamics, to expand the access to the symbolic construction of collective identities, and to raise the self-esteem of communities generally excluded from the mainstream media (Kose & Ozturk, 2018).

Rozinah (2016) examined influence of community participation on sustainability of donor funded projects based on a case of Kenya Coastal Development Project Kilifi County, Kenya. A total of one hundred and seventy (170 no.) questionnaires were administered out of which 151 questionnaires were returned. The data collected was presented in form of cross tabulations, frequencies, percentages and tables and Chi square method was used to analyze the data and test the hypothesis. According to the findings, involvement of locals during project planning and designing and project monitoring and evaluation significantly affects sustainability of donor funded projects in Kilifi County. However involvement of locals during project selection and during execution has no effect on sustainability of donor funded projects in Kilifi County. Therefore community participation plays a key role during project life cycle by influencing sustainability of that project. However other factors should also be considered like level of education, political instability and economic level among others which might have an effect on sustainability of projects.

2.5 Resource Allocation and Sustainability of County Funded Projects

Resource Allocation strategies are based on the nature of the applications, workflow applications in fact workflow representation of the application helps the user to estimate the exact amount of resources that will be consumed for each run of the application. Local capacity

is one of the most important factors creating a well-functioning decentralized civil service. Available resources are the assets that an organisation has and can access and utilize in its operations which include human resources, financial resources, materials and equipment (Harris, Allen, Waller & Brooke, 2017).

Resource Planning is vital to ensure the success of M&E exercises and also ensures a result based approach within minimal constraints. Resource planning has been described by Burke (2013) as a detailed summary of all types of resources required to complete a specific task. As gathered from the National Government Constituency Development Fund (2016), the board avails resources based on Constituency Proposals for funds to cater for M&E activities. However, the board reserves the right to review the amount of funds requested to the various projects. The study at hand sought to determine if the resource availability for M&E purposes affects the performance of CDF Water projects (Ruwa, 2016).

Markets and government transfers are undoubtedly important allocation mechanisms of scarce resources. In many instances, resource allocation via markets and government transfers, although undoubtedly important, are not available or suitable in actual fact (Štreimikienė, 2016). This is particularly true of many African countries—Kenya included—which have both weak governance structures and underdeveloped markets. In these cases, resources allocation through decentralized nonmarket channels such as direct democracy seems likely to be the best way to stimulate local economic growth. Growing trend of development aid being distributed through community representatives, but point to a number of studies that identify the vulnerability to misappropriation of such distributions by local elites as an imposing challenge to such community-driven development. The public availability of information on resource allocation correlates with decreased disapproval and minimizes exclusion of the marginalized minorities from resources.

World Bank in its report (2015) observed that most youth enterprise projects are not sustainable because of inadequate allocation of funds to youth enterprise programs and this problem according to this report is compounded by high cost of doing business. Meyer and Ndeti (2016) echoes World Bank observation by arguing that in Nigeria, youth enterprise policies and programs have fallen short of appropriate development frame work.

Resource users' estimates of resource demands to complete a job before the estimated time may lead to an over-provisioning of resources. Devolved government units allocation of resources may lead to an under-provisioning of resources. To overcome the above mentioned

discrepancies, inputs needed from both allocators of resources and users for resource allocation strategies. The offerings, resource status and available resources are the inputs required from the other side to manage and allocate resources by RAS. The outcome of any optimal RAS must satisfy the parameters such as through put, latency and response lime. Even though organization provides reliable resources, it also poses a crucial problem in allocating and managing resources dynamically across the applications (Meyer & Ndetei, 2016).

Moindi (2014) examined the resource allocation strategies in devolved system of governance in selected Counties in Kenya. The research methodology used was descriptive survey design where questionnaires were administered to the target population. The target population was drawn from departmental heads of 5 counties which were Nairobi, Kiambu, Kajiado, Nakuru and Machakos. The findings of the research reveal that resource allocation strategies is based on the need to optimize some objective function or objective in the county, thus maximizing efficiency and drawing the greatest benefit from the resource allocated meeting the set development objective. The findings also showed that allocation of resources is also based on strategic objectives arising from the changing environment and needs of the county. The county governments use various strategies to allocate resources to various operations like development projects. Resources are also allocated based on the government policy like long term projects rather than short term projects.

2.6 Capacity Building and Sustainability of county funded projects

Project capacity building is defined as process by which communities and other project stakeholders increase their capacity to perform project functions, solve problems, define and achieve project objectives and enhance sustainable development. Ondieki (2016) also defined capacity building as the ability of project initiators to strengthen the capacities of local communities at the periphery through resource allocation (financial, human, social and material), technical education, skill training (Frankish) and organizational support. Training should be undertaken to increase the number of technical experts, extension workers, community facilitators and local leaders with skills needed to carry out participatory project monitoring and evaluation (Oino, Towett, Kirui & Luvega, 2015).

Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently. Training also enables the target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency. For the

project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Bjärstig, 2017). Training offered should be of quality and must match with the project requirements to ensure effective and efficient post- implementation of the project. In order to increase chances of successfully sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Blackstock, Harlos, Macleod & Hardy, 2015)

Tovey (2016) reports that capacity building focuses on increasing an individual and organization's abilities to perform core functions, solve problems, and objectively deal with developmental needs. This is supported by Martens and Carvalho (2017) who referred to capacity building as improving or upgrading the ability of the person, team and institutions to implement their functions and achieve goals over time. Capacity building is important for all levels, from individuals to national organizations (Ernst & Young, 2013).

Capacity building initiatives need to draw on a reliable knowledge base that has three dimensions. First it contains information on the target leaders (their key traits and skills, the leadership roles they play, the types of power they have access to) (Blackstock, Harlos, Macleod & Hardy, 2015). Second, it contains data on the leadership processes they help to drive (role in these processes, the phases of such processes, and the key leadership behaviors they use in different phases). Third, it provides information on the nature of the target leaders' work context (the types of challenges they face, the windows of opportunity they use). This information helps to select an appropriate design for a leadership development intervention, and choose relevant content for the intervention (the types of knowledge, skills and networks to help strengthen) (Ernst & Young, 2013).

Mugo, Keiyoro, Iribe and Rambo (2016) examined the influence of M& E capacity building on sustainability of agricultural food crop projects in Kenya focusing on the case of Nyeri County, Kenya. The study adopted descriptive survey design and correlation design and was undertaken in Nyeri South Sub-county, The target population were one Sub County agricultural officer, and four other Sub County officers, four extension officers and 503 farmers in the agriculture food crops projects. Multiple Linear regression was used for hypotheses testing. Inferential statistics mainly made use of Pearson correlation tests, indicating the relationship between the main study variables Relationship having a value of $r=0.7$ and above was

considered very strong and between 0.5 and 0.69 strong and between 0.3 and 0.49 reasonably strong and a value of r below 0.29 was considered weak and an indicator that there was no relationship at all. Statistical Package for Social Sciences (SPSS) was used in data analysis.

2.7 Theoretical Framework

This is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists and the relevance of each theory to this study.

2.7.1 Behavioural Theory on Leadership

This theory of leadership proposed by Rensis Likert (1950) is based upon the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders, not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation. Autocratic leaders make decisions without input from their subordinates, democratic leaders encourage subordinates to offer opinions and laissez-faire leaders allow subordinates to make their own decisions.

Effective leaders use each of these leadership styles to ensure project completion and success. Effective leaders use leadership theories to help them to choose the best approach for fostering teamwork and solving operational problems (Westphal & Zajac, 2013). Leadership attributes theories help leaders exhibit qualities such as empathy and assertiveness to enhance performance from their team members. Leaders use power and influence to exert their authority, coerce defiant subordinates and reward their team members by using for example bonuses to encourage performance. However, behavioral theory approach has been critiqued as not adequately shown how leaders' behaviors are associated with performance outcomes (Ernst & Young, 2013).

Researchers have not been able to establish a consistent link between task and relationship behaviors and outcomes such as morale, job satisfaction, and productivity. Behavioral theory informed the study understand how the leadership style influences sustainability of church funded projects. Behavioral Theory is relevant as it embraces church and community leaders choosing the best approach for fostering teamwork and solving operational problems and thus opening forums for new ideas and new ways of doing things and brings out clearly that the strategic leadership characteristics

2.7.2 Institutional Theory

The theory was put forward by Meyer and Rowan (1977) and supported by Meyer (2008) who viewed an organization's survival from the point of its relationship with its external environment. The proponents of the theory argue that organizations usually reflect myths, routines and rules that have been developed over time and legitimated by knowledge from various professionals and they serve to guide the operations of the organization in regard to changing customer demands (Zhong & Wu, 2015). The rules, routines and myths usually influence institutional forces, resource dependencies, legal issues, organizational practices and conventions which consequently influence the performance of an organization. The theory was used by Mugo, Muathe and Waithaka (2017).

The existing body of strategic management literature shows that institutional theory shapes the behavior of organizations to act in a socially responsible way both to society and various stakeholders (Brammer, Jackson & Matten, 2012). Zucker (2015) views institutional theory as one providing a rich but complex view of an organization and observed that in most cases these organizations are influenced by normative pressures either arising internally or externally such as the state policies or policies from the county and sub-county governments. Further these policies which are essentially pressures, lead a county government to be guided by legitimated elements which may include standard operating procedures, procurement rules, disposal and compensation procedures and state requirements which may often have an effect on directing attention away from public projects implementations.

The theory is applicable to the proposed study because it emphasizes on the need for organizational members to adhere to rules, routines, value and symbol systems, practices, capacity building and cognitive scripts in regard to acquisition, deployment and coordination of resources in pursuit of improved performance. Macharia and Ngugi (2014) however note that the institutional theory is inherently difficult to explicate as it taps public projects taken-for-granted assumptions at the core of the social harbor. The main aim of this study therefore is to make the institutional theory more accessible and understood in terms of government policies. Robey and Holmstrom (2001) while studying transforming municipal governance in global context taking a case study of the dialectics of social change, notes that institutional theory tends to focus on the more resilient aspects of social structure and considers processes by which capacity building enhances youth projects sustainability.

2.7.3 Theory of Change

Theory of change was proposed by Kurt Lewin in 1958. It emphasizes theoretical foundations of programs and serves as a clear expression of the linkages between the inputs and the results of a program showing how the program is intended to work (Ali, Zhu & Hussain, 2018) popularized the theory of change as a description of the set of assumptions that explain both the intended long-term impact and the logic chain of the program that occurs at each step of the way. Shan, Hwang and Zhu (2017) concurs that theory of change extends the assumptions“ box in the log frame to promote the understanding of the program context as well the expected benefits.

These underlying assumptions clearly identify the risks associated with the program that are critical for the achievement of objectives and guarantee program sustainability. This ensures that the pathway of change is based on sound cause-effect relationship as well as presents the program to a range of stakeholders in more comprehensible descriptions of how change happens. This is supported by Klostermann, van de Sandt and van Bree (2018) who emphasize that the theory of change facilitates the integration of data from broader evaluation requirements into simple understandable evaluation information that enhances program performance. This helps move stakeholders from being passive collectors and reporters of information to active users of information for program planning and implementation.

Ali, Zhu and Hussain (2018) noted that the theory of change can be set at organizational levels, programme levels or project levels and can also serves as a benchmark to measure organizational commitment as agents of change by steering change processes within a program towards the delivery of its results and the achievement of its objective. At the same time, the theory of change has become a powerful communication tool to communicate programs progress more effectively to donors. This has enhanced transparency, accountability and advocacy, in the process, and possibly increased funding for the same program or future programs for replication in other areas (Shan, Hwang & Zhu, 2017). This theory is relevant to this study as it highlights the importance of project communication in sustainability of county funded projects in Meru county.

2.7.4 Resource-Based Theory

This theory was advanced by Barney in 1991. Resource-based theory states that the possession of resources is valuable, difficult to imitate, rare, and cannot be substituted. The resource-based theory suggests that organizations should look inside the company to find the sources of competitive advantage through the use of their resources. It states that the performance of an

organization is largely influenced by the uniqueness of its capabilities. The theory of Resource-based view was developed by Wernerfelt (1977) and suggests that “resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm”.

In the resource-based theory, strategic planning uses organizational resources to generate a viable strategy. This means that in order to develop a strategy an organization should check on the resources available for the implementation of a specific strategy. The theory provides theoretical underpinnings for understanding the manner in which resources can be managed strategically and efficiently in a firm. According to Wernerfelt (1977) firms possessing valuable, rare resources and capabilities would attain competitive advantage, which would, in turn, improve their performance. Zhong and Wu (2015), in the theoretical outstanding works of resource-based theory. Attempted to conceptualize a comprehensive framework of relationships among resources, organizational capabilities and competitive advantage. He suggested that the basic and primary inputs into organizational processes are the individual resources of the firm such as tangible resources-financial capital, physical equipment, intangible resources intellectual property, reputation, firm culture, organizational structure, and human resource.

Resource-based theory perceives the firm as a collection of assets or capabilities. In the modern economy, most of these assets and capabilities are intangible. The success of corporations is based on those of their capabilities that are distinctive. Companies with distinctive capabilities have attributes which others cannot replicate, even after they realize the benefit they offer to the company which originally possesses them (Hannan & Sutherland, 2015). The theory is relevant to this study in that it sought to establish effect of resource allocation on sustainability of youth projects.

2.8 Conceptual Framework

The purpose of this study is to determine to what levels the dependent variable relies on the independent variables. The conceptual framework is usually to illustrate how the system of concepts, expectations, beliefs, assumptions and theories informs and support the research and forms a key part of the research design. Below is the conceptual framework for this study.

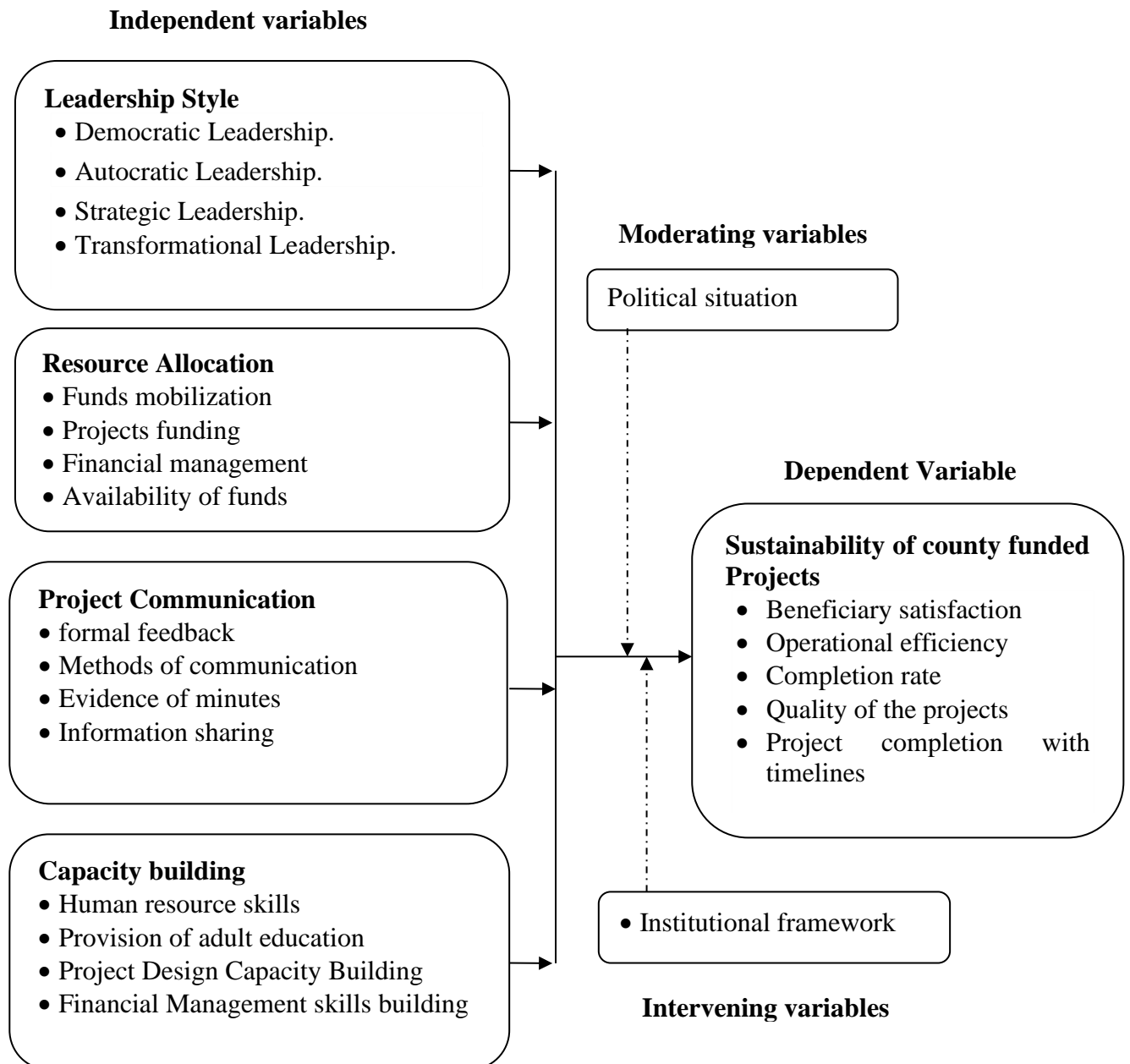


Figure 1: Conceptual Framework

In this study, the dependent variable was the sustainability of county funded projects while the Independent variables included leadership style, project communication, resource allocation and capacity building. The conceptual framework illustrates diagrammatically how these variables relate to each other. Under the dependent variable indicators such as Beneficiary satisfaction, Operational efficiency, Completion rate, Quality of the projects and Project completion with timelines indicate show the measures for the sustainability of the projects. For the independent variable under leadership style indicators such as democratic leadership, autocratic Leadership, strategic leadership and transformational leadership indicate how leadership style can be measured. Under project communication the indicators are formal feedback, methods of communication, evidence of minutes, information sharing. Under Capacity building the indicators are, human resource skills, Provision of adult education, Project Design Capacity Building, Financial Management skills building and finally under

Resource Allocation the indicators are Funds mobilization, projects funding, financial management and availability of funds. The study also sought to identify the effect of independent variables.

2.9 Summary of the Literature Review

Project sustainability is the ability of a system of any type to remain in good condition and to continue providing services over the long term. Project sustainability ensures that resources are managed in a way that ensures the current generation enjoys the benefits that accrue from the project without denying future generations the enjoyment of similar benefits. Sustainability encompasses conventional approaches while adding a longer-term perspective. This longer-term perspective invites other, less traditional considerations for project identification and selection.

Leadership is a government function in a company and that it is a manner that has an impact on others. Management may be practiced by any individual at unique levels inside a business enterprise regardless of the location of hierarchy of that character inside the organization. Management is likewise stated to be worried with the capacity of a character to persuade the behaviors of others with a view to address the desires of the chief. Project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices

Resource Allocation strategies are based on the nature of the applications, workflow applications in fact workflow representation of the application helps the user to estimate the exact amount of resources that will be consumed for each run of the application. Local capacity is one of the most important factors creating a well-functioning decentralized civil service. Available resources are the assets that an organization has and can access and utilize in its operations which include human resources, financial resources, materials and equipment

Project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. Resource Allocation strategies are based on the nature of the applications, workflow applications in fact workflow representation of the application helps the user to estimate the exact amount of resources that will be consumed for each run of the application. Project capacity building is defined as process by which communities and other project stakeholders increase their capacity

to perform project functions, solve problems, define and achieve project objectives and enhance sustainable development. This study sought to establish the influence of stakeholder participation in construction cycle on sustainability of Youth Service Project in Meru County, Kenya.

2.10 Research Gaps

Various studies have been conducted on the sustainability of county funded projects as shown in Table 2.1.

Table 2. 1: Summary of Empirical Literature Review and Research Gap

Author(s)/Year	Focus of study	Findings	Research Gaps	Focus of current study
Mburu, S. N. (2017)	Influence of project planning on sustainability of road construction projects in Nairobi City County, Kenya: A case of China Wuyi company limited	The study found that project cost management is very essential in determining the key performance indicator of a company	This study majorly focused on rural urban roads construction projects and not county funded projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya
Nyasimi, K.N. (2010)	Factors influencing sustainability of environmental projects: case of municipal council of Kisii, Kenya	he study found that sustainability of environmental projects depended on quality management of projects, adequate funding and prioritizing environmental projects when allocating funds in the council's budget, participation of	This study majorly focused on environmental projects and not county funded projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya

		stakeholders in projects, partnerships with NGOs in undertaking projects and public awareness and community participation.		
Mulwa, M. M. (2013)	Factors influencing sustainability of road projects in central division, Machakos district of Machakos County, Kenya.	The study revealed that project planning and implementation, community management, cooperation of stakeholders and financial management influence sustainability of road projects in the division.	The study focused on sustainability of road projects and not youth service projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya
Kwena, R. (2015)	Determinants of sustainability of rural road projects in Kenya: A case study of the Netherlands Development Organization (SNV) supported roads in Kajiado county	The study established that there is a strong positive influence on sustainability of rural road sustainability attributable to units of change of all the independent variables	The study did not specifically focus on sustainability of county funded projects	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya

Tafara, A. C. (2013)	Factors influencing sustainability of rural community based road development projects in MtitoAndei, Kibwezi Sub-County, Kenya	The study found that technology was a critical factor affecting the sustainability of the community based road construction project through reduction of operations costs, improving the efficiency of the project and increasing the longevity of the projects.	This study did not focus on sustainability of county funded projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya
Christine, W. A. (2015)	Determinants of sustainability of donor funded road construction projects: A case of road construction resources users associations in Bungoma County Kenya	On the level of trainers' technical skills among committee members, a majority of the respondents, 82.6% indicated fairly good skills and 37.4% of the respondents asserted to great extent on the level of	This study did not focus on sustainability of county funded projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya

		WRUA collaboration with other agencies on sustainability of road construction projects.		
Onkoba, L. (2016)	Determinants of sustainability of community based projects in Kenya: The case of Carolina for Kibera projects.	The study found that the greatest factor affecting the sustainability of the community based projects lies with resource support.	This study did not focus on sustainability of county funded projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya
Ndurya, D. N. (2016)	Determinants of sustainable water supply programme implementation in Kenya: A case of Mombasa water supply and sanitation company LTD	The findings showed that, financial resources allocated for WSP implementation, the sources of finances, the various stages of monitoring and evaluation including the formative, summative and continuous M&E.	This study did not focus on sustainability of county funded projects.	Organizational factors influencing sustainability of county funded projects based on Meru Youth Service Project, Meru County, Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the approach by which the meaning of data is extracted and is a continuous process. The research methodology gives the direction to follow to get answers to issues that are of concern. This chapter describes the methods to be used to gather information on the area of the study. The chapter guides the research methodology to be used in carrying out the study. The chapter presents details of the research design, target population, sampling procedures, methods of data collection, validity and reliability of instruments, data collection process, methods of data analysis and ethical considerations while conducting the study.

3.2 Research Design

This study employed a descriptive survey research design. This particular design is ideal since the research entailed collecting and comparing data from the phenomenon at the same time of study. Wang (2015) argued that descriptive survey designs are appropriate where the overall objective is to establish whether significant associations among variables existed at some point in time. The design was ideal since it sought to describe the characteristics of certain groups, estimate the proportion with certain characteristics and make predictions. This design involved the collection of quantitative data for carrying out inferential analysis and qualitative data for describing and explaining themes of behavior discerned about the organizational factors influencing sustainability of county funded projects in Meru County, Kenya.

3.3 Target population

The target population is defined as the entire group of persons, units or elements to which the researchers is interested in generalizing the conclusions. Therefore the target population in study was 447 including Youth representatives, project managers and community leaders based on the study Kibor (2017) the table 3.1 below shows the studies population distribution adopted for this study.

Table 3. 1: Target Population

Category	Target Population	Percentage
Youth representatives	273	61.1
Project managers	66	14.8
Community leaders	108	24.2
Total	447	100

3.4 Sample size and Sampling Procedures

Sampling is a deliberate choice of a number of people who are to provide the data from which a study draws conclusions about some larger group whom these people represent. The section focuses on the sampling size and sampling procedures.

3.4.1 Sampling Size

A sample is a representative portion of the population of interest which is randomly chosen (Wang, 2015). The sample size was determined at 95% confidence level and an error of 0.05 using the Nassiuma (2000) formula using a target population of 447 as shown

$$n = \frac{N(cv^2)}{Cv^2 + (N-1)e^2}$$

Where n = sample size

N = population (447)

Cv = Coefficient of variation (take 0.6)

e = tolerance of desired level of confidence (take 0.05) at 95% confidence level)

$$n = \frac{447(0.6^2)}{0.6^2 + (447-1)0.05^2} = 108.7 \text{ (Rounded off to 109)}$$

The sample size was 109. To determine how the sample was distributed among the targeted respondents including Youth representatives, project managers and community leaders, the sampling ration was calculated and then multiplied with target population for targeted group. The ration was $109/447=0.244$, which was used as shown in Table 3.2.

Table 3. 2: Sampling Frame

Category	Target population	Ratio	Percentage
Youth representatives	273	0.244	67
Project managers	66	0.244	16
Community leaders	108	0.244	26

3.4.2 Sampling Procedures

Sampling is concerned with the choosing of a portion of individuals from within an entire group to estimate the characteristics of the population. The study selected the respondents using stratified random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Yin, 2017). The study used simple random sampling to pick the respondents in each stratum. This means the respondents are selected randomly from each stratum.

3.5 Research Instruments

Data collection instrument is used in research to refer to a device that specifies and objectifies the data collecting process, instruments are usually written and may be given directly to the subject to collect data or may provide objective description of the collection of certain types of data. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Wang (2015), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate.

3.6 Pilot Testing

Pilot study is the measurement of a dependent variable among subjects. Its purpose is to ensure that items in the instrument are stated clearly and have the same meaning to all respondents. The purpose of pre-testing the data instrument was to ensure that the items in the instrument were stated clearly and have the same meaning to all respondents. In this study this involved checking whether the questions are clear and revoking any positive or negative response (Wang, 2015). Pilot testing of the research instruments was conducted where 21 questionnaires were administered to the pilot survey respondents who were chosen at random representing 20% of the sample size. According to Wang (2015), 10 to 20 percent of the sampled population

was suitable for conducting a pilot study. After one day the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This was very important in the research process because it assisted in identification and correction of vague questions and unclear instructions. It was also a great opportunity to capture the important comments and suggestions from the participants. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher was satisfied that the instrument did not have variations or vagueness.

3.7 Validity of Research Instruments

According to Creswell and Creswell (2017), validity is the accuracy and meaningfulness of inferences, based on the research results. Validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. One of the main reasons for conducting the pilot study was to ascertain the validity of the questionnaire. The study used content validity which draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Gorard (2013) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This helped to improve the content validity of the data that was collected. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

3.8 Reliability of Research Instruments

Reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. It is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of measure. Reliability is concerned with the question of whether the results of a study are repeatable. The questionnaire was administered to a pilot group of 21 randomly selected respondents from the target population and their responses used to check the reliability of the tool. Reliability of the data collection instrument was done using the split half method then be calculated using Spearman Brown correlation formulae to get the

whole test reliability. If the sum scale was perfectly reliable, it was expected that the two halves are perfectly correlated. According to a study (Rousson, Gasser & Seifer, 2012) A construct composite reliability co-efficient of 0.7 or above, for all the constructs, is considered to be adequate for this study.

3.9 Data Collection Procedures

The study used primary data which was collected by use of questionnaires; use of questionnaires was based on the fact that they were suitable for a descriptive study given that they were easy to administer, ensure fast delivery and the respondent could answer at their convenience. The questionnaires were self-administered through drop and pick later method. The researcher delivered the questionnaire and gave the selected respondent a maximum of 3 days after which the researcher collected the completed questionnaire for analysis. The researcher also assured the participants that the information they gave would be treated with strict confidentiality. An envelope marked questionnaire and thesis topic were provided so that once the employee completes the questionnaire, they sealed it to ensure confidentiality was maintained within the organization and guarded against potential victimization by the person designated by the organization to co-ordinate the process. The researcher then proceeded to administer the questionnaires through the designated officers and co-ordinate with them to ensure respondents had adequate time to complete them. This enabled to create a conducive environment for the distribution and administration of the questionnaire. Administration of the questionnaire followed the agreed schedule.

3.10 Data Analysis Techniques

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open-ended questions was analyzed using thematic content analysis and presented in narrative form.

Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The multiple regression model was chosen because it was useful in establishing the relative importance of independent variables to the dependent variable (Wang, 2015). Such importance

is deduced from standardized regression coefficients (beta-weights), whose magnitudes show how much relative impact the independent variables have on the dependent variable, while the negative and positive signs associated with the coefficients show negative and positive impacts respectively (Park, 2008). Also, it is ideal for the dependent variable to be recorded at a continuous level of measurement. This study the multiple regression model generally assumed the following equation;

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

Where: -

Y= Sustainability of county funded projects

β_0 =constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = regression coefficients

X_1 = Leadership style

X_2 = Project communication

X_3 = Resource allocation

X_4 = Capacity building

ε =Error Term

3.11 Ethical Considerations

The researcher observed fundamental clauses in social research ethics. Confidentiality was guaranteed for all respondents verbally and in writing and they were instructed not to write their names in the questionnaire. Permission was sought from the project managers in Meru County before actual field work commences. The nature of the research was explained to them and any questions on anonymity and confidentiality were answered.

3.12 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3. 3: Operationalization of variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Tools of analysis	Type of analysis
To evaluate the extent to which leadership style influences sustainability of Youth Service Project in Meru County, Kenya.	Independent	Leadership Style	<ul style="list-style-type: none"> • Democratic Leadership. • Autocratic Leadership. • Strategic Leadership. • Transformational Leadership. • Leadership support 	Percentages Mean score	Descriptive statistics Regression analysis
To examine the influence of project communication on influences sustainability of Youth Service Project in Meru County, Kenya.	Independent	Project Communication	<ul style="list-style-type: none"> • Formal Feedback • Top-down/bottom up • Methods of communication • Evidence of minutes • Information sharing 	Percentages Mean score	Descriptive statistics Regression analysis
To evaluate the influence of resource allocation influences sustainability of Youth	Independent	Resource Allocation	<ul style="list-style-type: none"> • Funds mobilization • Projects funding • Financial management • Availability of funds 	Percentages Mean score	Descriptive statistics Regression analysis

Service Project in Meru County, Kenya.					
To examine the extent to which capacity building influences sustainability of Youth Service Project in Meru County, Kenya.	Independent	Capacity building	<ul style="list-style-type: none"> • Number of training programs • Leadership Capacity Building • Project Design Capacity Building • Financial Management Capacity Building. 	Percentages Mean score	Descriptive statistics Regression analysis
	Dependent	Sustainability of county funded projects	<ul style="list-style-type: none"> • Completion rate of the projects • Quality of the projects • Project completion with timelines • Beneficiary satisfaction • Operational efficiency 	Mean score	Descriptive statistics Regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains sections that have the analysis of the data collected concerning the subject under study, its presentation (in tables containing the means, standard deviation, frequencies and percentages) and its interpretation which is given in prose. The chapter is organized to present the findings by first looking at the response rate, reliability, the background information and objectives. In order to simplify the discussions, the researcher provided tables that summarize the collective reactions of the respondents. It discusses the characteristics of the respondents, their opinions on the organizational factors influencing sustainability of county funded projects a case of Meru Youth Service Project, Meru County, Kenya.

4.1.1 Response Rate

The study targeted to administer questionnaires to 109 respondents. The response rate is as shown on Table 4.1.

Table 4. 1: Response Rate

Category	Sample	Response
Youth representatives	67	58
Project managers	16	9
Community leaders	26	19
Total	109	86

Table 4.1 shows that out of 67 youth representatives, 16 project managers and 26 community leaders; only 58 youth representatives, 9 project managers and 19 community leaders had returned their questionnaires filled. This brought a total of 86 respondents which was represented by 79.1%. Wang (2015) posits that a response rate of above 50 percent is acceptable for such studies.

4.1.2 Reliability Analysis

Reliability analysis was subsequently done using Spearman Brown correlation. Table 4.2 shows the reliability analysis results.

Table 4. 2: Reliability Analysis

	Reliability co-efficient
Leadership style	0.768
Project communication	0.886
Resource allocation	0.741
Capacity building	0.843
Sustainability of Youth Service Project	0.722

The findings in Table 4.2 illustrates that all the five variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Yin, 2017). Project communication was the most reliable with a co-efficient of 0.886, then capacity building with a co-efficient of 0.843, then leadership style with a co-efficient of 0.768, then resource allocation with a co-efficient of 0.741 while sustainability of Youth Service Project was the least reliable with a co-efficient of 0.722. This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

4.2 Background Information

The study aimed at establishing the background information of the respondents who participated. The study specifically focused on respondents' gender, age and highest level of education. The findings are as presented in subsequent sections.

4.2.1 Gender of the Respondents

The study sought after the respondents' gender. Their responses were presented in Table 4.3.

Table 4. 3: Distribution of the Respondents by Gender

	Frequency	Percent
Female	35	40.7
Male	51	59.3
Total	86	100.0

From the findings, majority of the respondents were male as shown by 59.3% while the female respondents were represented by 40.7%. This shows that the researcher was not gender biased in collection of data since all the respondents were considered irrespective of their gender.

4.2.2 Respondents' Highest Level of Education

The researcher also asked the respondents to indicate their highest level of education. Their responses were presented in Table 4.4.

Table 4. 4: Distribution of the Respondents by Highest Level of Education

	Frequency	Percent
Certificate	26	30.2
Diploma	35	40.7
Degree	13	15.1
Masters	10	11.6
PhD	2	2.3
Total	86	100.0

The findings reveal that most of the respondents (40.7%) had attained a diploma, 30.2% had acquired a certificate, 15.1% had acquired a degree, 11.6% had acquired a Masters while 2.3% had acquired a PhD. The findings implied that all the respondents were learned and hence this presented a pool of learned respondents who could comprehend and be able to give reliable information about the subject under study.

4.2.3 Age Bracket of the Respondent

The researcher was interested in determining the age of the respondents. The respondents were required to indicate their age bracket and their responses were presented in Table 4.5.

Table 4. 5: Distribution of the Respondents by Age Bracket

	Frequency	Percent
20-30 yrs	27	31.4
31-40 yrs	32	37.2
41-50 yrs	19	22.1

51 – 60 yrs	8	9.3
Total	86	100.0

The results show that 37.2% of the respondents were aged between 31-40 years, 31.4% were aged between 20-30 years, 22.1% were aged between 41-50 years while 9.3% of the respondents aged between 51–60 years. Therefore, this shows that the researcher got reliable and accurate information since it was obtained across all the required age groups.

4.3 Leadership Style and Sustainability of Youth Service Project

The study sought to determine how leadership style influences sustainability of Youth Service Project in Meru County, Kenya. The researcher requested to know the extent that the aspects of leadership style influence sustainability of Youth Service Project in Meru County, Kenya. The results were as displayed on Table 4.6.

Table 4.6: Aspects of Leadership Style Influencing Sustainability of Youth Service Project

	Mean	Std. Dev.
Democratic Leadership.	2.930	0.879
Autocratic Leadership.	3.651	0.826
Strategic Leadership.	2.791	0.512
Transformational Leadership.	4.663	0.902
Leadership support	3.977	0.503
Composite Std. Dev.	3.602	0.724

As per the results, the respondents indicated that transformational leadership as shown by a mean of 4.663 influences sustainability of Youth Service Project in Meru County to a very great extent. The respondents also indicate that leadership support as shown by a mean of 3.977; and autocratic leadership as shown by a mean of 3.651 influence sustainability of Youth Service Project in Meru County to a great extent while democratic leadership as shown by a mean of 2.930; and strategic leadership as shown by a mean of 2.791 influence sustainability of Youth Service Project in Meru County to a moderate extent. The composite mean was 0.724 meaning opinions for strategic leadership and leadership support converged since their standard deviations (0.512 and 0.503) were less than the composite. Further, the opinions on democratic leadership, autocratic leadership

and transformational leadership were divergent since their standard deviations (0.879, 0.826 and 0.902) were more than the composite.

The respondents also gave their own opinion on how the aspects of leadership style influence Sustainability of Youth Service Project in Meru County, Kenya. They indicated that management promotes learning organization principles (e.g. shared vision, teamwork), and the provision of quality material resources for organizational efficiency and effectiveness which promotes sustainability of the project.

4.4 Project Communication and Sustainability of Youth Service Project

The research sought to establish how project communication influences sustainability of Youth Service Project in Meru County, Kenya. The respondents were required to indicate the extent to which the aspects of project communication influence Sustainability of Youth Service Project in Meru County, Kenya. Table 4.7 presents the outcomes.

Table 4.7: Aspects of Project Communication Influencing Sustainability of Youth Service Project

	Mean	Std. Dev.
Formal Feedback	3.233	0.808
Top-down/bottom up	2.965	0.901
Methods of communication	2.884	0.841
Evidence of minutes	1.907	0.544
Information sharing	4.023	0.801
Composite Std. Dev.	3.002	0.779

The findings reveal information sharing as shown by a mean score of 4.023 was indicated to influence sustainability of Youth Service Project in Meru County to a great extent. The respondents further indicated that formal feedback as shown by a mean score of 3.233; top-down/bottom up as shown by a mean score of 2.965; and methods of communication as shown by a mean score of 2.884 influence sustainability of Youth Service Project in Meru County to a moderate extent. Evidence of minutes as shown by a mean score of 1.907 was indicated to influence sustainability of Youth Service Project in Meru County to a low extent. The opinions for evidence of minutes were found to be convergent since its standard deviation (0.544) was below the composite standard

deviation of 0.779. Further, the standard deviations for formal feedback, top-down/bottom up, methods of communication and information sharing (0.808, 0.901, 0.841 and 0.801) were above the composite standard deviation implying their opinions were divergent.

The opinions of the respondents on how aspects of project communication influence Sustainability of Youth Service Project in Meru County, Kenya were also sought. They indicated that proper feedback within the organisation improves coordination and collaboration and to pick up contributor and institutional support. Additionally, it engages the group and assembles a feeling of character and cooperation.

4.5 Resource Allocation and Sustainability of Youth Service Project

The research aimed at assessing how resource allocation influences sustainability of Youth Service Project in Meru County, Kenya. The respondents were asked to specify the extent to which the aspects of resource allocation influence Sustainability of Youth Service Project in Meru County, Kenya. The results were as shown on Table 4.8.

Table 4. 8: Aspects of Resource Allocation Influencing Sustainability of Youth Service Project

	Mean	Std. Dev.
Funds mobilization	3.070	0.735
Projects funding	3.872	0.593
Financial management	4.209	0.821
Availability of funds	3.337	0.919
Composite Std. Dev.	3.622	0.767

The results reveal that financial management as illustrated by an average of 4.209; and projects funding as illustrated by an average of 3.872 influence sustainability of Youth Service Project in Meru County to a great extent. The respondents indicated that availability of funds as illustrated by an average of 3.337; and funds mobilization as illustrated by an average of 3.070 influence sustainability of Youth Service Project in Meru County to a moderate extent. A higher standard deviation of 0.821 and 0.919 for the financial management and availability of funds, above the composite of 0.767 implied divergence in opinions gathered. A lower standard deviation like in funds mobilization and projects funding implied that their opinions converged.

The study further sought the opinions of the respondents on how the aspects of resource allocation influence sustainability of Youth Service Project in Meru County, Kenya. The respondents indicated that implementation of good financial management practices, consistent income from diverse sources and generation of income from sale of goods and services contribute to sustainability.

4.6 Capacity Building and Sustainability of Youth Service Project

The study further sought to determine how capacity building influences sustainability of Youth Service Project in Meru County, Kenya. The researcher required the respondents to indicate the extent that the aspects of capacity building influence sustainability of Youth Service Project in Meru County, Kenya. Table 4.9 shows the results.

Table 4. 9: Aspects of Capacity Building Influencing Sustainability of Youth Service Project

	Mean	Std. Dev.
Number of training programs	3.686	0.528
Leadership Capacity Building	2.523	0.985
Project Design Capacity Building	3.070	0.970
Financial Management Capacity Building.	3.779	0.982
Composite Std. Dev.	3.265	0.866

As per the findings, the respondents indicated that financial management capacity building as shown by a mean of 3.779; and number of training programs as shown by a mean of 3.686 influence sustainability of Youth Service Project in Meru County to a great extent. The respondents further specified that project design capacity building as shown by a mean of 3.070; and leadership capacity building as shown by a mean of 2.523 influence sustainability of Youth Service Project in Meru County to a moderate extent. Number of training programs had a standard deviation (0.528) lower than the composite standard deviation, implying that the opinions converged; while leadership capacity building, project design capacity building and financial management capacity building had standard deviations (0.985, 0.970, 0.982) more than the composite deviation, implying that the opinions diverged.

The respondents also gave their opinions on how aspects of capacity building influence sustainability of Youth Service Project in Meru County, Kenya. They indicated that an adequate team of employees with the right skills, experience, work environment and proper leadership will lead to well-designed projects that facilitate an organisation to meet its objectives.

4.7 Sustainability of County Funded Projects

The research further sought the trend of the aspects of Sustainability of Youth Service Project in Meru County, Kenya for the last five years. The results are displayed on Table 4.10.

Table 4. 10: Trend of Aspects of Sustainability of Youth Service Project in Meru County

	Mean	Std. Dev.
Completion rate of the projects	2.942	0.950
Quality of the projects	3.547	0.928
Project completion with timelines	2.919	0.965
Beneficiary satisfaction	3.686	0.989
Operational efficiency	3.279	0.928
Composite Std. Dev.	3.275	0.952

The findings reveal that beneficiary satisfaction as shown by a mean score of 3.686; and quality of the projects as shown by a mean score of 3.547 had improved over the last five years. The respondents also indicated that operational efficiency as shown by a mean score of 3.279; completion rate of the projects as shown by a mean score of 2.942; and project completion with timelines as shown by a mean score of 2.919 were constant over the last five years. Opinions on the completion rate of the projects, quality of the projects and operational efficiency were convergent since their standard deviations (0.950, 0.928, 0.928) were lower than that of the composite standard deviation. Further, the opinions on the project completion with timelines and beneficiary satisfaction were divergent since their standard deviations (0.965, 0.989) were more than that of the composite standard deviation.

The respondents also gave their recommendations on what should be done to improve sustainability of Youth Service Project in Meru County. They indicated that stakeholders need to be reevaluated, that is, a thorough stakeholder analysis is required to understand who they are, the organization that they come from, their expectations of the project and what contributions are

needed from them to accomplish the project successfully. There is also need to seek alternative sources of funds and resources such as forging public private partnerships, enhancing cost-recovery measures and approaching donors for funding.

4.8 Multiple Regression Analysis

Multiple regression analysis was conducted to determine the relationship between leadership style, project communication, resource allocation and capacity building as the independent variables against the dependent variable, sustainability of Youth Service Project in Meru County. The results were as presented in Table 4.11, Table 4.12 and Table 4.13.

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.885	0.783	0.772	1.193

Table 4.12 shows that the adjusted R^2 was found to be 0.772 implying that 77.2% of the variations in sustainability of Youth Service Project in Meru County were explained by changes in leadership style, project communication, resource allocation and capacity building. The remaining 22.8% were other factors that were not discussed in this study. This thus forms a research gap.

Table 4. 12: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	430.013	4	107.503	72.867	.000
Residual	119.502	81	1.475		
Total	549.515	85			

The overall F statistics ($F = 72.867 > 2.4844$, $p < 0.000 < 0.05$), indicated that there was a very significant statistical relationship between leadership style, project communication, resource allocation and capacity building and sustainability of Youth Service Project in Meru County. The overall model was significant in predicting the influence of leadership style, project communication, resource allocation and capacity building on sustainability of Youth Service Project in Meru County.

Table 4. 13: Regression Coefficients

	Unstandardized		Standardized	t	Sig
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.753	0.231		3.260	0.002
Leadership style	0.717	0.254	0.664	2.823	0.006
Project communication	0.653	0.278	0.617	2.349	0.021
Resource Allocation	0.941	0.373	0.891	2.523	0.014
Capacity building	0.871	0.329	0.818	2.647	0.010

The regression equation obtained from this outcome was: -

$$Y = 0.753 + 0.717X_1 + 0.653X_2 + 0.941X_3 + 0.871X_4$$

The results revealed sustainability of Youth Service Project in Meru County will be 0.753, if all independent variables were held constant at zero. Further, the relationship between leadership style and sustainability of Youth Service Project was significant since $p=0.006$ is less than 0.05. An increase in leadership style would also lead to 0.717-unit increase in sustainability of Youth Service Project in Meru County.

The study further revealed that there is a positive and significant relationship between project communication and sustainability of Youth Service Project in Meru County, since the p -value= $0.021 < 0.05$. An increase in project communication would lead to 0.653-unit change in sustainability of Youth Service Project in Meru County. Moreover, the study showed that there was a positive and significant relationship between resource allocation and sustainability of Youth Service Project in Meru County since $p=0.014$ was less than 0.05. When the other variables are constant, an increase in resource allocation leads to a 0.941 increase in sustainability of Youth Service Project in Meru County. Finally, the study revealed that a change in capacity building would change the sustainability of Youth Service Project in Meru County by 0.871. The study shows that there is a significant relationship between capacity building and sustainability of Youth Service Project in Meru County since p -value= 0.010 was less than 0.05.

Overall, resource allocation had the greatest influence on sustainability of Youth Service Project in Meru County, followed by capacity building, then leadership style while project communication had the least influence on the sustainability of Youth Service Project in Meru County. All the variables were significant since p-values were less than 0.05.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the empirical findings derived from the study, the discussions, conclusions, relevant recommendations and recommendations for further research. The overall objective of the study was to establish the organizational factors influencing sustainability of county funded projects a case of Meru Youth Service Project, Meru County, Kenya.

5.2 Summary of Findings

The study sought to determine how leadership style influences sustainability of Youth Service Project in Meru County, Kenya. The study found out that transformational leadership influences sustainability of Youth Service Project in Meru County to a very great extent. The research also found that leadership support; and autocratic leadership influence sustainability of Youth Service Project in Meru County to a great extent while democratic leadership; and strategic leadership as influence sustainability of Youth Service Project in Meru County to a moderate extent. The study also found that leadership style had an $r=0.717$ and the relationship between leadership style sustainability of Youth Service Project was significant since $p=0.006$ is less than 0.05 .

The research sought to establish how project communication influences sustainability of Youth Service Project in Meru County, Kenya. The study found that information sharing influences sustainability of Youth Service Project in Meru County to a great extent. Further, it was found that formal feedback; top-down/bottom up; and methods of communication influence sustainability of Youth Service Project in Meru County to a moderate extent. Evidence of minutes was found to influence sustainability of Youth Service Project in Meru County to a low extent. The study found that project communication an $r=0.653$ with a $p\text{-value}=0.021<0.05$, implying that there was a positive and significant relationship between project communication and sustainability of Youth Service Project in Meru County.

The research aimed at assessing how resource allocation influences sustainability of Youth Service Project in Meru County, Kenya. The research found that financial management; and projects

funding influence sustainability of Youth Service Project in Meru County to a great extent. The research also found that availability of funds; and funds mobilization influence sustainability of Youth Service Project in Meru County to a moderate extent. Further, the study found that resource allocation had an $r=0.941$ and $p=0.014$ was less than 0.05 implying that there was a positive and significant relationship between resource allocation and sustainability of Youth Service Project in Meru County.

The study further sought to determine how capacity building influences sustainability of Youth Service Project in Meru County, Kenya. The study found that financial management capacity building; and number of training programs influence sustainability of Youth Service Project in Meru County to a great extent. The study further established that project design capacity building; and leadership capacity building influence sustainability of Youth Service Project in Meru County to a moderate extent. The study found that there is a significant relationship between capacity building and sustainability of Youth Service Project in Meru County ($r=0.871$, $p\text{-value}=0.010 < 0.05$).

From the trend of the aspects of Sustainability of Youth Service Project in Meru County, the study found that beneficiary satisfaction; and quality of the projects had improved over the last five years. The study also found that operational efficiency; completion rate of the projects; and project completion with timelines were constant over the last five years.

5.3 Discussion of the Findings

This section discusses the findings of the study based on the objectives of the study. The discussion presents a comparison of the findings of the current study with related studies and various authors from the literature review.

5.3.1 Leadership Style and Sustainability of Youth Service Project in Meru County

The study found that transformational leadership influences sustainability of Youth Service Project in Meru County to a very great extent. The findings conform to Sandstrom and Reynolds (2019) who stated that transformational leadership enhances the creative effort in a company and contributes to the innovative intention. Transformational leadership is a strong supporter of the unconventional matters that foster innovation and improve overall performance.

The research also found that leadership support; and autocratic leadership influence sustainability of Youth Service Project in Meru County to a great extent while democratic leadership; and strategic leadership as influence sustainability of Youth Service Project in Meru County to a moderate extent. This is in line with Barbosa, Gambi and Gerolamo (2017) who assert that powerful management performs a widespread role in promoting a supportive climate for exposing expertise into employer innovation. Knowledge management refers to all managerial activities which facilitates individuals in the enterprise to create new understanding and percentage this knowledge with others in order to enhance the performance of the enterprise. Each knowledge sharing and information software was recognized to facilitate the introduction of latest thoughts and approaches in order that it may enhance the performance of the groups.

5.3.2 Project Communication and Sustainability of Youth Service Project in Meru County

The study found that information sharing influences sustainability of Youth Service Project in Meru County to a great extent. The study results agree with Abrudan and Fofiu (2017) who stated that project communication improves coordination and collaboration in overseeing advancement programs and to pick up contributor and institutional support. It additionally engages the group individuals to perceive imperative issues and discover shared belief for activity. It likewise assembles a feeling of character and cooperation so as to execute their choices.

Further, it was found that formal feedback; top-down/bottom up; and methods of communication influence sustainability of Youth Service Project in Meru County to a moderate extent. Evidence of minutes was found to influence sustainability of Youth Service Project in Meru County to a low extent. Kose and Ozturk (2018) assert in relation to the findings that project managers should provide timely and frequent announcements of public meetings through local media and/or flyers and identify the source where interested community members can get more information; develop sponsoring and co-planning relationships with community groups, ensuring them shared roles in developing agendas, setting of goals, and providing leadership and outreach; plan meetings that are accessible and accommodating.

5.3.3 Resource Allocation and Sustainability of Youth Service Project in Meru County

The research found that financial management; and projects funding influence sustainability of Youth Service Project in Meru County to a great extent. The findings relate to Burke (2013) who

described resource planning to be vital in ensuring the success of M&E exercises and also ensures a result based approach within minimal constraints. The research also found that availability of funds; and funds mobilization influence sustainability of Youth Service Project in Meru County to a moderate extent. The findings conform to World Bank in its report (2015) that observed that most youth enterprise projects are not sustainable because of inadequate allocation of funds to youth enterprise programs and this problem according to this report is compounded by high cost of doing business.

5.3.4 Capacity Building and Sustainability of Youth Service Project in Meru County

The study found that financial management capacity building; and number of training programs influence sustainability of Youth Service Project in Meru County to a great extent. The study correlates with Blackstock, Harlos, Macleod and Hardy (2015) who stated that in order to increase chances of successfully sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring.

The study further established that project design capacity building; and leadership capacity building influence sustainability of Youth Service Project in Meru County to a moderate extent. This is in line with Tovey (2016) who reports that capacity building focuses on increasing an individual and organization's abilities to perform core functions, solve problems, and objectively deal with developmental needs. This is supported by Martens and Carvalho (2017) who referred to capacity building as improving or upgrading the ability of the person, team and institutions to implement their functions and achieve goals over time. Capacity building is important for all levels, from individuals to national organizations.

5.4 Conclusions

The study concluded that leadership style has a positive and significant influence on the sustainability of Youth Service Project in Meru County. The study further deduced that leaders have different levels of responsibility, authority and influence on a project which may change during the life of the project. They can either inhibit or enhance project sustainability depending on how they lead and manage the project.

The study deduced that project communication influences the sustainability of Youth Service Project in Meru County significantly. The study concluded that constant feedback and information from monitoring and evaluation on progress of projects is very important in enhancing sustainability.

The research also concluded that resource allocation significantly influences the sustainability of Youth Service Project in Meru County. The study concluded that inadequate funds allocation hampers implementation and post-completion sustainability of Youth Service Projects. This is because of the absolute reliance on government funds as well as the lack of formidable cost-recovery measures.

On capacity building, the study concluded that there is a significant influence on the sustainability of Youth Service Project in Meru County. The study also concluded that the youth still need tailor-made training so that they can understand and internalize project management skills which are essential for ensuring sustainability of projects.

5.5 Recommendations

The research recommended that as a way to build the capacity of the personnel, project officers must receive at least basic training in project management. Where project management committees exist, the members should also be trained. To improve the prospects for sustainability the training should start at the right time, be conducted throughout the project and allow for repetition. In cases where officers are transferred or leave over time, training must also be repeated and refresher courses given if the required skill base is to be sustained throughout.

The study also recommends that communication channels within the projects should be improved to ensure that its performance is enhanced. Enough staff should also be allocated to independent tasks in the projects, this will go a long way in ensuring that low employee turnover cases are reported which in turn improves sustainability of the Youth Service Project in Meru county.

It is evident from the study that Youth Service Projects rely almost solely on government funding. There is therefore a need to seek alternative sources of funds and resources such as forging public private partnerships, enhancing cost-recovery measures and approaching donors for funding. The county governments should sensitize the communities and engage them before projects are conducted to gauge relevance of the projects and also form steering committees that can well run

the projects even after exits of its funds. The beneficiary contributions to capital costs, either labour or money should be encouraged as they are a significant indicator of project sustainability. The youth and stakeholders should participate in resource allocation and expenditure planning to enhance accountability, ownership and the sustainability of the Youth Service Project in Meru County.

County government should adopt a more collaborative approach when dealing with Youth Service Project in Meru County. The leadership should also involve all the stakeholders to ensure that the project performs efficiently.

5.6 Recommendations for Further Studies

The study focused to establish the organizational factors influencing sustainability of Meru Youth Service Project, Meru County, Kenya. The study recommends studying the influence of leadership style on the sustainability of Youth Service Projects in Kenya. The study also recommends the consideration of other projects. There is also a need therefore that another researcher conducts a similar study in another county. The study found that other factors not studied in this study explain about 22 percent of change in sustainability. The study therefore recommends that other researcher conducts a study to identify the other factors that influence sustainability of the projects.

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APPENDICES

Appendix I: Letter of Transmittal

Dear Respondent,

Re: Request Questionnaire Responses

I am a Master student at University of Nairobi, I am carrying out a research study on Organizational Factors Influencing Sustainability Of County Funded Projects: A Case Of Meru Youth Service Project, Meru County, Kenya.

You have been identified as one of the people that could be of assistance with the research and I thus request your participation in the research. Essentially, you would be required to complete a questionnaire. You will be treated anonymously and your responses will be treated with utmost confidentiality. The information you provide will be used only for academic purposes.

The questionnaire is strictly for academic purposes and any information given shall be treated with strict confidentiality; please give the information as accurately as possible. Thank you very much.

Yours faithfully

Purity Karimi

Appendix II: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

Kindy DON'T write your name.

SECTION A: Background Information (Please tick (√) appropriate answer)

1) Please indicate your gender: Female Male

2) State your highest level of education

Certificate Diploma Degree Masters PhD

Others (Specify) -----

3) Please Indicate your age bracket 20-30 yrs 31-40 yrs

41-50 yrs 51 – 60

PART B: ORGANIZATIONAL FACTORS INFLUENCING SUSTAINABILITY OF COUNTY FUNDED PROJECTS

Leadership style

4) To what extent do the following aspects of leadership style influence sustainability of Youth Service Project in Meru County, Kenya?

Very great extent [5] Moderate extent [3] Very low extent [1]

Great extent [4] Low extent [2]

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Democratic Leadership.					
Autocratic Leadership.					
Strategic Leadership.					

Transformational Leadership.					
Leadership support					

5) In your own opinion, how do the above aspects of leadership style influence Sustainability of Youth Service Project in Meru County, Kenya?

.....

Project Communication

6) To what extent do the following aspects of project communication influence Sustainability of Youth Service Project in Meru County, Kenya?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Formal Feedback					
Top-down/bottom up					
Methods of communication					
Evidence of minutes					
Information sharing					

7) In your own opinion, how do the above aspects of project communication influence Sustainability of Youth Service Project in Meru County, Kenya?

.....

Resource Allocation

8) To what extent do the following aspects of resource allocation influence Sustainability of Youth Service Project in Meru County, Kenya?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Funds mobilization					
Projects funding					
Financial management					
Availability of funds					

9) In your own opinion, how do the above aspects of resource allocation influence sustainability of Youth Service Project in Meru County, Kenya?

.....

Capacity Building

10) To what extent do the following aspects of capacity building influence sustainability of Youth Service Project in Meru County, Kenya?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Number of training programs					
Leadership Capacity Building					
Project Design Capacity Building					
Financial Management Capacity Building.					

11) In your own opinion, how do the above aspects of capacity building influence sustainability of Youth Service Project in Meru County, Kenya?

.....

Sustainability of County Funded Projects

12) What is the trend on in the following aspects of Sustainability of Youth Service Project in Meru County, Kenya for the last five years?

1= Greatly decreased 2= Decreased 3= Constant 4= Improved 5= Greatly Improved

	Greatly decreased	Decreased	Constant	Improved	Greatly Improved
Completion rate of the projects					
Quality of the projects					
Project completion with timelines					
Beneficiary satisfaction					
Operational efficiency					

13) In your own opinion, what is your recommendation on what should be done to improve sustainability of Youth Service Project in Meru County, Kenya?

.....

Thank You for Your Participation

Appendix III: Research Work Plan for 2019/2020

MONTHS	Jan	Feb	March	April	May	June	July	Aug
Activity	2020							
Topic conceptualisation and literature review								
Research proposal development and writing								
Proposal presentation and defence								
Proposal Corrections								
Data collection								
Data analysis								
Report writing								
Presentation of Report								
Corrections								
Compilation and submission of final Report								

Appendix IV: Research Budget

	Units	Cost (Ksh)	Total Cost (Ksh.)
Proposal Writing			
Stationery			
i. Foolscaps	2 Reams	300.00	600.00
ii. Biro Pens	1 Doz	240.00	240.00
iii. Staple Pins	1 Pkt	100.00	100.00
iv. Photocopy Papers	2 Reams	400.00	800.00
v. Spring Files	2 Pcs	100.00	200.00
vi. Typesetting	50 Pages	30.00	1,500.00
vii. Binding	3	50.00	150.00
viii. Transport	10 Days	500.00	5,000.00
ix. Subsistence	10 Days	500.00	5,000.00
Sub-Total			13,490.00
Pilot Testing			
i. Questionnaire			
ii. Typesetting	3 Pages	100.00	300.00
iii. Photocopying	48 Pages	15.00	720.00
iv. Transport	2 Days	600.00	1,200.00
v. Subsistence	2 Days	600.00	1,200.00
Sub-Total			3,420.00
Data Collection			
i. Questionnaires	2	5,000.00	10,000.00
• Typesetting	3 Pages	100.00	300.00
• Photocopying	263copies x 3pages	10.00	2,630.00
ii. Transport	6 Days	600.00	3,600.00
iii. Subsistence	6 Days	600.00	3,600.00
iv. Data Analysis			10,000.00
Sub-Total			30,130.00

Report Writing			
i. Typesetting	70	30.00	2,100.00
ii. Photocopying	490	3.00	1,470.00
iii. Binding	7	300.00	2,100.00
iv. Transport	3 Days	500.00	1,500.00
v. Subsistence	3 Days	500.00	1,500.00
Sub-Total			8,670.00
Contingency (10%)			5,571.00
Grand Total			61,281.00

Appendix iv: Authorization letter from the university



**UNIVERSITY OF NAIROBI
OPEN DISTANCE AND E-LEARNING
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING PROGRAMMES**

TO WHOM IT MAY CONCERN

Date: 11th August , 2020

Uon/ODEL/MeLC/3/5

SUBJECT: PURITY KARIMI THIAURU- ADM. NO. L50/28733/2019

This is to confirm that the above named person is a student at the University of Nairobi, School Of Open and Distance Learning, Department of Open Learning Programmes, Meru Learning Centre.

He/She is pursuing a Masters course in *Project Planning and Management* and would like to be assisted with information from your organization to finalize his/Her research proposal.

Any assistance accorded to him/Her will be highly appreciated.



**DR. REUBEN KATHA
CENTRE CO-ORDINATOR
MERU LEARNING CENTRE**