FACTORS INFLUENCING SUSTAINABILITY OF SAFARICOM FOUNDATION EDUCATIONAL FUNDED PROJECTS IN NAIROBI COUNTY, KENYA

BY

CHRISTOPHER OGADA

A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTER OF ARTS DEGREE IN PROJECT PLANNING AND MANAGEMENT, UNIVERSITY OF NAIROBI

2016

DECLARATION

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

Signature: ……..…… Date: …….

Christopher Ogada

L50/82455/2012

This project report has been submitted for examination with my approval as a university supervisor.

Signature: ……..…… Date: …….

Dr. Peter A. M. Mwaura

Lecturer, Department of Extra Mural Studies

University of Nairobi.

DEDICATION

This research project report is dedicated to my beloved mother Sarah Ogada and my fiancée' Beatrice Masaba. Their support, patience, understanding and encouragement greatly influenced much the completion of this research project. Their passion for education has been a great source of strength and inspiration to me.

ACKNOWLEDGEMENT

It's with a great of humility I would want to thank the following for their valuable input towards the completion of this research work. To begin with, my appreciation goes to the UON panelists especially my supervisor Dr Mwaura for his valuable professional inputs from the beginning to the end of this work. My sincere thanks also extend to all the lecturers who taught the units in Project Planning and Management Master's Degree programme for their efficiency and dedication.

In a special way, am gratefully to all my colleagues such as Caroline Ng'ondi, Faith Mutiso, Alex Njukia just to mention but a few for their consultative forums in the entire period of our course. I cannot also forget to thank my family led by my dear mother Sarah Ogada for their support, sacrifices and understanding during the undertaking of this course.

Finally, I am also indebted to the respondents from Chesire Service Kenya, African Braille Centre, Zabibu Center, Global Education Fund Kenya, Junior Achievement, Christian Industrial Training Centre and Mathari Community Educational Development Organization. They availed their time and provided the required data that made this study a success.

TABLE OF CONTENTS

DECLARATION i
DEDICATION ii
ACKNOWLEDGEMENT iii
LIST OF FIGURES vii
LIST OF TABLES viii
ABBREVIATIONS AND ACRONYMS ix
ABSTRACT x
CHAPTER ONE 1
INTRODUCTION 1
1.0 BACKGROUND 1
1.2 Statement of the Problem 2
1.3 Purpose of the study 4
1.4 Objectives of the study 4
1.5 The Research Questions 4
1.6 Significance of the study 4
1.7 Delimitation of the Study 5
1.8 Study Limitations 5
1.9 Study Assumptions 5
1.10 Organization of the study 6
CHAPTER TWO 7
LITERATURE REVIEW 7
2.0 INTRODUCTION 7
2.2 Safaricom Foundation 9
2.3 Resource adequacy and its influence on project sustainability 10
2.5 Training and project sustainability 11
2.6 Stakeholder participation and project sustainability 13
2.7 Theoretical framework based on previous studies 14
2.8 Research Gap 15
2.9 Conceptual Framework 16

CHAPTER THREE **18**
RESEARCH METHODOLOGY **18**
3.0 Introduction 18
3.1 Research Design 18
3.2 Target Population 18
3.3 Sample size 19
3.4 Sampling Technique 19
3.5 Data collection instrument 19
3.6 Pilot testing of the instrument 19
3.7 Validity and Reliability of the instrument 19
3.8 Data collection techniques 20
3.9 Methods of Data Analysis 20
3.10 Ethical Issues 20
3.11 Operational definition of variables 20
CHAPTER FOUR **22**
DATA ANALYSIS, PRESENTATION AND INTERPRETATION **22**
4.0 Introduction 22
4.1 Questionnaire Return Rate 22
4.2 Respondents Information 22
4.2.1 The Gender of the Respondent and Age Distribution 22
4.2.2 The Duration as project staff 23
4.2.3 Education Level 24
4.3 Resource Adequacy on Project Sustainability 24
4.3.1 Adequacy of Safaricom Foundation Funding 24
4.3.2 Resource Availability for Beneficiary Change 25
4.3.3 Resource Availability and Project Success 26
4.3.4 Resource Adequacy and sustainability of the Safaricom foundation funded projects 26
4.4 Training and Sustainability of projects 27
4.4.1 Training of the job done by the project staff 27
4.4.2 Adequacy of the training 28
4.4.3 Effectiveness of the training 28
4.4.4 Current levels of staff training on sustainability 29

4.4.5 Staff training and sustainability of the projects 29
4.5 Stakeholder participation and Project Sustainability 30
4.5.1 Level of commitment of stakeholder to the project 30
4.5.2 Withdrawal of Safaricom foundation funding 31
4.5.3 Stakeholder and target beneficiary group involvement and ownership in the Projects 32
4.5.4 Stakeholders' participation and sustainability of the projects 33
4.6 Correlation analysis 34
CHAPTER FIVE 36
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS 36
5.0 Introduction 36
5.1 Summary of the Findings 36
5.2 Discussion 37
5.2.1 Resources Adequacy 37
5.2.2 Training 37
5.2.3 Stakeholders' Participation 38
5.3 Conclusion 38
5.4 Recommendations of the Study 39
5.5 Suggestion for Further Research 39
5.6 Contribution to the Body of Knowledge 39
REFERENCES 40
APPENDICES 44
APPENDIX 1: CONSENT LETTER 44
APPENDIX 1I: LETTER OF TRANSMITTAL 45
APPENDIX III: RESEARCH PERMIT 46
APPENDIX IV: RESEARCH AUTHORIZATION LETTER 47
APPENDIX V: QUESTIONNAIRE FOR PROJECT STAFF 48

LIST OF FIGURES

Figure 1: Conceptual Framework 17

LIST OF TABLES

Table 3.1: The Summary of the Study Population and their corresponding Organizations 18

Table 3.2: Summary of the operational of the study variables 21

Table 4.1: Respondents' gender and distribution 23

Table 4.2 The Duration as project staff 23

Table 4.3: Education Level 24

Table 4.4: Adequacy of Safaricom foundation funding 25

Table 4.5: Resource availability for beneficiary change 25

Table 4.6:Resource availability and project success 26

Table 4.7: Resource Adequacy and sustainability of the Safaricom foundation funded projects 27

Table 4.8: Training of the job done by the project staff 27

Table 4-10: Effectiveness of the training 28

Table 4-11: Current levels of staff training on sustainability 29

Table 4-12: Staff training and sustainability of the projects 30

Table 4.13: Level of commitment of stakeholder to the project 31

Table 4.14: Withdrawal of Safaricom foundation funding 31

Table 4.15: Target beneficiary group and stakeholder involvement and ownership 32

Table 4.16: Summary of findings of variables of target beneficiary group and stakeholder involvement and ownership 32

Table 4.17: Stakeholders' participation and sustainability of the projects 33

Table 4.18: Correlation and the coefficient of determination 34

ABBREVIATIONS AND ACRONYMS

ABC - African Braille Centre

ADB - Asian Development Bank

CBO - Community Based organizations

CDF - Constituency Development Fund

CICT - Christian Industrial Training Centre

CSI - Corporate Social Investment

GEFK - Global Education Fund Kenya

GOK - Government of Kenya

JA - Junior Achievement

LATF - Local Authority Transfer Fund

MCEDO - Mathari Community Educational Development Organization

NGO - Non-Governmental Organizations

OECD - Organization for Economic Co-operation and Development

SPSS - Statistical Package for Social Sciences

ABSTRACT

This study was mainly founded on the ground that donor foundation plays a very crucial role in the socio-economic development of less developed nations of the word. Thus it aimed at investigating the factors influencing sustainability of Safaricom Foundations Educational funded projects in Nairobi County. In particular, the study was guided with an aim to determine the extent to which the participation of stakeholders' influences the sustainability of Safaricom Foundations Educational funded projects, to establish the influence of training on sustainability of Safaricom Foundations Educational funded projects and to determine the influence of resource adequacy on sustainability of Safaricom Foundations Educational funded projects. The study adopted a descriptive survey. The target population was the project staff working with Safariom foundation educational funded project in Nairobi County, a total population of 120 respondents of the different organization staff was used**.** Data was collected from the sampled respondents using questionnaires as the principal data collection instrument. Purposive sampling techniques were used to come up with a representative sample size. The data was analyzed using descriptive statistics and SPSS was used to aid in generation of results. The data was presented in form of frequency tables to provide a complete and accurate presentation of the findings. A key findingwasthat resource adequacy, training and stakeholders' participation play a pivotal role in determining the sustainability of Safaricom foundation educational funded projects. The study recommended stakeholder engagements to ensure that ideas and perspectives are represented and the target beneficiary and the stakeholders are well prepared to effectively run the projects after withdrawal of Safaricom foundations' support. Ethical issues related to the study were addressed by maintaining high level of confidentiality of the information given by the respondents.

CHAPTER ONE
INTRODUCTION

1.0 BACKGROUND

Safaricom Foundation under the umbrella of Safaricom Limited was established to give back to the society through CSI. The foundation do assist the less fortunate members of the society in several fronts including financial support, share of expertise as well as resources to the less fortunate society members or provision of technical support to some selected community initiatives aimed at empowering the community members. For instance, most of the projects that the foundation funds include but not limited to provision of basic education, sanitation and clean water services as well as health care in the marginalized areas of the country. In some instances, Safaricom through the foundation has funded initiatives aimed at environmental conservation in order to ensure sustainable support for the preservation of the Kenyan environment and the management of her natural resources. Through the foundation, the company aims at interacting its employee with the community who in turn be inspired to assist vulnerable members of our society through the Corporate Social Responsibility agenda. The foundation has also been in the front line to promote and protect Kenyan's national heritage by promoting all youths and adults interested in sports, music, arts and culture.

Thus from a theoretical perspective, donor foundations have assisted to bring equity in the society through empowerment of the less fortunate members of the society and to a greater extend initiating positive externalities in the community where the government does not have the resources. Despite this important aspect of the donor foundations, their sustainability is another thing. This study defines sustainability of the donor foundation as the ability or capability of such foundation grow and continue serving the less fortunate indefinitely. It thus requires them to develop sound strategies that cover among other things the advocacy, its foundations and governance as well as its management and leadership structure (Dorothy, 2007). A good foundation must have the element continuity and must fund all its projects until all objectives are met.As a foundation, sustainabilityseeks to support programmes that have the ability to achieve not only positive and long- term impacts to the society but also improve the socio-economic and environmental impact taking into consideration the present and future generations. In

such,projects that are sustainable goes hand in hand with promotion of skills and investment enterprises for the benefit of local communities.

1.2 Statement of the Problem

The main aim of any donor foundation lies around the empowerment and assistance of the less fortunate members of the society to reduce the equity gap or disparity. In such, they should be able to be long lived to an extent they should see the completion of the intended purpose and this is what is referred to the Sustainability. However, most donorsgive funds to projects that are short-term, which do not factor into the whole funding mechanism policies that will ensure that such projects become sustainable after donor funds have been withdrawn (Heeks&Baark, 1998). The national policies on poverty eradication as stated in Poverty Reduction Strategy Paper (PRSP) places emphasis on efficient management initiatives supporting improvements on socio-economic, political and legal environments. Thus, the question of effectiveness or efficiency of implementation of donor funded project remains a significant policy and management concern to be investigated. Some of factors that might influence the sustainability of the projects include; financial systems, technology adoption, stakeholders and target groups involvement and participation, donor policies and management structures. Evaluation studies done by Agevi (2002), Muttagi (1998), Ashley and Barney (1999) and Cedric (1992) widely linked poor management of community projects to the increase in the cycle of poverty and failure of many donor funded projects in developing countries such as Kenya.

Sustainability in project also refers to the ability of the project to continue in operation and achieve the purpose for its implementation for the longest time possible after the donor withdraws support in terms of funding. Usually, donor funded interventions are time-bound, lasting anywhere between one to five years. In most cases, a baseline survey is conducted to establish the feasibility and the likelihood that the project will be successful as well as anticipate any challenges and prepare how to overcome and mitigate them. Baseline survey validates existence of a project. It is at this juncture that the project concept is reckoned sustainable. Sustainability, therefore, is not a function of the project donor, but the inexorable onus of the project executant. Whilst the donor will directly be responsible for ensuring funds are utilized for the envisioned project objectives by embedding a Monitoring and Results Measurement (or Monitoring and Evaluation) component at every phase of implementation through the life of the

intervention, the project executant will ensure that even after the donor-directed phases of the project terminate, the intervention is sufficiently able to build on the structures, mechanisms and systems established to continue enlarging on the greater objectives. Sadly, this has been a far cry! Many are the cases of excellent interventions suddenly and swiftly even unexpectedly folding up soon after the donor-supervision culminates. Project investment (equipment, human capital, networks, gained-knowledge, etc.) surreptitiously find their way into the gutter effectively punching yawning holes into the very reasons why the project existed in the first place so much so that the damage now done is bigger and worse than the problems presumably solved.

Developing countries especially in Africa are currently giving more priority to rural development due to the fact that a significant proportion of their populations are still in these areas and also to reduce the rural urban migration that consequently piles pressure on the urban areas ad strains facilities. The countries main problem is to identify and implement ways that can speed up its rural development since resources are always limiting. Further while the few available resources are invested in development programs, local people often do not appreciate these programs and are not involved in their implementation as expected by development agencies hence lack of sustainability of projects implemented along these development programs (Stella, 2008). According to Bossert (1990), the common response to this problem of sustainability is to ensure that handover and transfer of responsibilities is built into project from the start and continually monitored. Safaricom foundation supports many initiatives which are largely donor driven in Kenya.

Despite the participation of Safaricom Foundation in supporting many projects with varying length of terms that address different short and long-term needs of the communities around us varying from small community projects to large-scale and long-term project to the community as noble initiation to bolster different developments, little has been done to address sustainability in relation to its purpose and goals. Its mission is to partner with local communities to address social, economic and environmental issues so as to foster positive and lasting change, serious question has been raised on the sustainability of the its funded projects that the general public feels that is need for such answers. The general dissatisfaction, complaints raised by the

stakeholders and people has instigated the urgency for the research to study the sustainability of such projects.

1.3 Purpose of the study

The purpose of the study was to investigate the factors influencing sustainability of Safaricom Foundations Educational funded projects in Nairobi County.

1.4 Objectives of the study

1. To determine the influence of resource adequacy on sustainability of Safaricom Foundations Educational funded projects.
2. To establish the influence of training on sustainability of Safaricom Foundations Educational funded projects.
3. To determine the extent to which stakeholders' participation influences the sustainability of Safaricom Foundations Educational funded projects.

1.5 The Research Questions

1. What is the influence of resources adequacy on sustainability of Safaricom Foundations Educational funded projects?
2. What is the influence of training on the sustainability of Safaricom Foundations Educational funded projects?
3. What is the influence of stakeholders' participation on the Safaricom Foundations Educational funded projects?

1.6 Significance of the study

The study findings will be significant in fourfold: it will enrich the concerned bodies such as private and public policy makers hence bringing an understanding of the strategies put in place to ensure sustainability by the funded projects. It will also try and show the extent to which Safaricom foundation has been involved in ensuring sustainability of its funded projects. The outcome of this study will help the foundation and other donors to understand the challenges and factors influencing sustainability of funded projects.

1.7 Delimitation of the Study

This work sought to investigate the determinants of thesustainability of Safaricom Foundations Educational funded projects in Nairobi County. It focused specifically on Safaricom Foundation education projects. The key stakeholders on the projects were the respondents for the study. Safaricom Foundation educational funded projects within Nairobi were chosen because of the ease of accessibility. Safaricom foundation has continued to transform lives through education. The population had participants who were readily accessible for participation in the study (considering the short span of time available to complete the study and the budget constraints) and those who had benefited from the projects.

1.8 Study Limitations

This research work sought to determine the factors influencing sustainability of Safaricom Foundations Educational funded projects in Nairobi County. The results of the study were therefore not used to state the sustainability or otherwise of all projects. Safaricom Foundation has a unique and distinct tradition of running its projects and therefore the study findings need to be generalized to the rest of the projects in other thematic areas with caution. The study was limited to the Safaricom foundation educational funded projects within Nairobi due to financial and time constraints and other logistics like distance.

1.9 Study Assumptions

The study assumed in accomplishing the objectives of the study, the independent variables selected for the study do have an influence on the dependent variable; the respondent were to answer the questions correctly and honestly; the sample selected was a representative and hence the findings can be generalized to represent the entire target population and the data collection instrument have validity and measured the desired construct. Lastly the study assumed that the cited respondents were conversant with the topic of this study.

1.10 Organization of the study

Following this introduction is Chapter Two which presents the theoretical literature review as well as the empirical literature review and the overview of the two. Chapter Three is the methodology and discusses the conceptual framework, model specification, empirical model, data type, source and topology of the variables as well as the pre-test statistical tests that is used to analysis the data. Chapter Four is the analysis of data and discussion of the result. It thus presents the descriptive statistics, diagnostic tests and the empirical findings. Chapter Five presents the summary of the study findings, conclusion and policy recommendation. It begins with the motivation of the study followed by summary findings and policy recommendation and then winds up with the limitations of the results and the areas for further research.

CHAPTER TWO
LITERATURE REVIEW

2.0 INTRODUCTION

This chapter revisits the relevant literature similar to this study. The various finding from the literature reviewed are also referred to so as to guide this study and also check for the challenges that were not tackled by these studies. The different gaps that were not covered by the empirical literature are also reviewed in an attempt to link the objectives of this study and the previous studies. This also builds on the attempt to add the relevant knowledge on the existing literature.Project Management.

A project is defined as a continuous attempt to develop a new product which is value adding to the stakeholders. It is different from other processes and operations which are repeated cycles of production. Wayne, (2000) observes that for the success of a project to come about, there has to be a proper link to the intended results. In this regard, there has to application of skills and technical knowhow in the process of trying to satisfy the stakeholders expectations. This skills should be properly utilized in the management of the project implementation process; which has different steps that need careful tackling of activities. A project will generally needs a good inception, proper planning, implementation, monitoring and closure, hence a technically apt project leader is needed in the successful handling of a project. A project's main objectives include that it optimizes the available resources, it completed within schedule, it serves the interest of the beneficiaries and that it performs as expected.

2.1 Project Sustainability

UN, (1987) defines project sustainability as the ability of a project to satisfy the current needs without compromising the ability of future generations to satisfy their own future needs. The concept of sustainability is widely used when dealing with issues such as the economies, the environment and agriculture and how they can be developed sustainable. Global sustainability focuses on universal concerns such as the depletion of the ozone layer, nuclear destructions and the rapid growth of the population. On the other hand, environmental sustainability would deal with matter such as the ecosystem, which include the balance of existence between plants,

humans and other animals. Lastly, the sustainability that deals with everything that is related to farm production is referred to as Agricultural sustainability.

Pearce et al, (2003) define the objective of sustainable development as the attempt to better meet the needs of the present while at the same time avoiding the impairing the future generations' ability to meets it needs just as the current generation meets its own now. By this, it means that as the present population tries to satisfy its interest, it does so in a manner that does not damage the stock of capital leaving it lesser than it originally was. Such capital include the physical infrastructure, human skills and the natural resources. When aggregated, all this resources

The definition of sustainable development in the donor/ grants project perspective is referred to as the continued benefits derived from major assistance beyond the project period. Key to this kind of project is that benefits to the main stakeholder or beneficiaries continue to trickle in beyond the funding period. This would be the only way this kind of projects would be termed as sustainable.Since projects have a defined start and end with an investment component in them, they naturally are in most cases not sustainable. Donor-funded activities would generally not be termed as sustainable benefits just because this kind of assistance is continuing to be received, but because functional structures are in place for the continued operation and earning of returns. Such structures have to be owned by the stakeholders who continue to offer support with the available resources on a continuous basis. The resources that finance this project after the grant period do not have to be coming from the donors, and for the project to continue in operation, the stakeholders have to be ones financing it longer and into the future. The resources have also to seen to be optimizing the benefits or outputs to the beneficiaries. Success and sustainability is viewed also in terms of the continued evaluation of operations as circumstances surrounding the functioning of the project continue to change and create new learning experiences that would be used to improve its performance. Ultimately, the project manager and implementers, while planning the project, incorporate anticipated risks and not avoid them such that the design's aim is to achieve sustainability with continued flow of benefits. Therefore, a sustainability strategy should always be developed during project selection and planning stages of a project

The main assumption for a sustainable project is that the beneficiaries will continue to provide support in forms towards the project in periods beyond the grant period. This kind of support include financial and human capital in form of labor. To ensure that a project continues to run beyond the grant assistance, the donors might decide it necessary to make a follow up with technical support and additional finances to supplement the efforts by the stakeholders. This helps in consolidating the grounds and prospects achieved by the beneficiaries. Sustainability bears three quite distinct ideas about what should be developed, i.e. people, economy and society. Davidson et al., (1993) asserted that sustainable development is an alliance of three essential elements-people, their environment and the future. Raskins (2002), identified three general level values derived from these three essential elements: material responsibility for both human communities and nature. Thus, environment, economy and equity have emerged as the terminal goals and targets of sustainability transition (Raskin, 2002).

2.2 Safaricom Foundation

In both indirect and direct ways, the objective of Safaricom Foundation is to make a positive impact to Kenyan communities and it is able to do this through technical and financial support. Its target for change is the social fabric of the society as this would be the direct impact area in the creation of sustainable changes in the livelihood of the Kenyan society. This the main Corpotate Social Responsibility activity that the foundation ha committee itself towards so as to bring a sustainable change. The staff of the foundation have taken an active role towards the attainment of this objective continue to participate in the process.

The foundations has employed the following strategies to ensure that this commitment is attained; Through grants and offering technical support to the initiatives by the community, it has targeted the marginalized and less privileged in the society for social and economic empowerment. In order that it achieves its objective, the foundations has formed a partnership modality where it identified like-minded corporate partners which assist in the implementation of its mission, vision and values through strategic partnerships. This helps in far more communities to extend financial and technical support. Additionally, the foundation, through its commitment to invest in a social manner has engaged its own staff and volunteers in programs that facilitate the raising of funds.

The foundation has branded itself with a working modality that promptly responds to the needs of the community as reflected in its strategic mission. This they do with a focus on not damaging the quality of life in the community but improve quality and create a visible impact. To ensure sustainability, the focus of the foundation has been on projects that have the prospect to continue to positively support the live in the community in the long-term in a social and economic way and still leave the resources available in the communities intact.

2.3 Resource adequacy and its influence on project sustainability

For a project to be workable, it needs the necessary resources. This is going by terms of project management, and the deprivation of the requisite resources to any project will act as a constraint to its success. The resources could be in either storable or non-storable form such that storable resources could still be available for use in the future unless they are run down through improper usage. Such resources are reproduced by the very processes in the project. While storable resources may be reproduced, the non-storable resources are renewable in time periods and it's mandatory that this is done despite the instances when they are not put into use in the preceding periods. For the success of a project to be realized, there has to be proper allocation of resources through the process of planning, where priorities are considered for allocation. Scheduling of reources, reviewing of their availability and output optimizations are considered key to a successful management of projects. Feuerstein, (1986) observed that projects seek to use it resources more efficiently in time where resources are constrained. This could be done through Minimizing the project time as much as possible and employing the scarce resources in a manner that optimizes output from the project as much as possible too.

According to Gasper, (1999), the successful progress of a project directly hinges on the processes of fruitful fundraising and also on how to keep the funds at adequate levels. This funds need to be exclusively committed to the running of the project and Jack et al, (2006) add that inadequacy of funds is top factor that leads to most failures of projects. Such resources include the natural ones, human skills and infrastructures. This resources should be directed towards bringing benefits to the beneficiaries (Gasper, 1999).

The commitment of resources to a project clearly illustrates the expected value that the beneficiaries have assigned the project(Natasha,2003. The process of recovering the costs incurred in running the project contributes towards the sustainability of the project by adding to the available resources, and not only this, but it establishes a form of accountability of all the resources available for the project. Khan et al, (2005) observe that for donor project to work properly, effective strategies need to be laid down and implemented together with finance generating structures that are well managed. With good project evaluation procedures, foundations for a sustainable project in the future could be achieved. This ensures that there is no wastage of finances and other resources and that there is preparedness for instances where the project faces unplanned challenges.

2.5 Training and project sustainability

Most of the time, trainings for effective project management skills both in public and NGO sectors serves as a key strategy for attaining project sustainability. It is paramount that such training begin on the onset of the project and run throughout the project period, if any sustainability is to be attained. Successful training should be customized to the nature of the project and not be a randomized process. The process should be very informative, such that it should be offered on merit so as to be relevant to the purpose and object of the project. New skills should be taught to the trainees in the form of in-country and on-job trainings. Mentoring forums and short courses on the appropriate skills should be undertaken, and information sharing plans and programs should be prepared in advance of the project start-up. Awareness programs should be incorporated in plans with a view of reaching a wider scope of stakeholders. A wide range of media should be used during the program implementation so as to reach as much a wider scope of beneficiaries and stakeholders as possible. Such training targeted at skill development should applied as an experience that facilitates acquisition of new behavioral attributes. Deficiencies in skills required to perform certain tasks are contributed to by factors such lack of the necessary training, as organizations which continuously train their staff equally continue to experience benefit from excellent performances and improved outcomes Marching, (2006).

A number of factor discourage organizations from training their staff. Such include cost cutting processes and the risk of losing staff to better employers after training. This factors arise mostly during periods when most organization are hit by recessions, where managers fear losing their best staff. Training processes are majorly intended to enhance the capacity of worker to effectively and efficiently carry out certain assigned tasks, this is in contrast to education, which is a long time process. It involves the evaluation of needs and matching them with the appropriate trainings. This will in overall entail finding out what the needs are, agreeing the purpose of the needs and the overall objectives of the training identified and profiling the candidates or learners to be trained. A strategy then in formulated for the training and a continued evaluation is done as the trainings are conducted Lloyd, (2002).

Methods such as Interviews are particularly useful in identifying training needs, not just with the job-holder, but also with line mangers, as well as with customers or clients. Self-observation is important here, and in some respects this is one of the best ways to determine precisely what the job entails. However, individuals may be too close to their jobs to identify training needs effectively, they may not keep an accurate record of events during the course of the day, and they may overemphasize certain aspects of the job they enjoy or dislike in order to gain training. There is also the problem that confusions arise between training needs which are identified for the job, irrespective of who undertakes it, and those which relate to the person who is currently in the post. Personal Training Needs level of analysis is the final stage and involves the use of interviews and questionnaires, observation and work sampling, testing the knowledge of job-holders on specific issues, and performance appraisal and assessment centers (Reid et al 2004).

The traditional approach to devising training and learning plans focuses on the need to determine clear aims (why the learning event is taking place) and objectives specifying the attitudinal, behavioral or performance outcomes to be achieved. The most helpful objectives are those which describe not only the kinds of behavior to be achieved, but also the conditions under which that behavior is expected to occur, and the standards to be reached in that behavior. The clearer the objectives, the better the chance of success, as well as ease of evaluation (Marchingtone, 2006).

2.6 Stakeholder participation and project sustainability

Pomeroy t al, (1997)observed that for any project to be sustainable, it is key that stakeholders are involved in the whole of its implementation. Stakeholders are the people who the project impacts in a direct or indirect manner. Sustainability cannot be possible without them identifying with the project and them offering their support towards it. Their involvement in the project means that they have a chance to directly in the decisions on which direction the project is to take. By this, they can critically participate in the identification of areas for improvement. A donor-led approache basically fails to realize sustainability for the projectPollnac et al, (2005). This is because the stakeholders are not fully committed towards the object of the project. They do not also feel the ownership. The simple conducting of workshops to update the stakeholders on the progress of the project without involving them does not in any way buy their commitments and support for the project. This can only be attained if the project implementation strategy is demand-led and participatory in nature. Organizations need to realize that people in the community have to be allowed to realize the potential of shaping their future and reflect on Penzas, (2009). They need to be allowed to influence decisions touching on their future too. By allowing this to happen, the sharing of ideas and experiences will be much easier than thought Zmud, (2003).

The stakeholders should always have an outlined vision for bettering the decision making process by creating tools, information and appropriate trainings to help in the implementation of project activities. All the effort should be guided towards facilitating the project running and not so much towards making decisions on the project. It is also important to share and disseminate information regarding the project while it runs. The predictive power of the information shared to support the project are a good tool for managing the project and a model for attaining Pollitt, (2007). If this method of project management is not used, the project leaders should be advised to involve the third parties as much as possible and also to ensure that people understand it better Erlbaum, (2003).

In order for the community to be certain of the way the project is going to have an impact on them, they then need to assured about thisBalagun, (2003).

2.7 Theoretical framework based on previous studies

Rono (2008) observed that most NGO project had poor financial sustainability because they showed high dependency on grants, while at the same time revealed poor matching of donor funds. There was mostly no structures to monitor this projects. According to Khan et al, (2005), there has to be good financial structures supported with sufficient funds and strong institutional frameworks in the NGOs for donor funded programs to realize sustainability standards. Good leadership skills and internal control measure with this organizations for instance need to be developed so as to create a good image. Community participation should be highly encouraged as this will realize the willingness to support projects and their product by the communities, right from the inception, through to the project closure and handover stages. Strong plans for sustainability need to be developed. This will also ensure there is accountability through the project duration and into the future. At the community level, financial generating structures should be formed which will enable the project to experience sufficiency and non-interruptions during its implementation. This creates a leverage in the donor community, one that will attract more funds towards the organization.

Nturbi (2004), in the study that assessed programs on family care which promoted intergrated community care services in Kenya explained that the sustainability levels of programmes finance generation depended on the anticipated and the realized returns that the beneficiaries get from the project. Other untended beneficiaries draw benefits from the project, other than the primary ones, meaning that a project always have a wide scope of beneficiaries. In most cases, unfortunately, in as much as secondary beneficiaries also eye to have a cake of the project output, it is almost equally difficult to cater for their needs as the projects and the available funds do not allow for this to happen. This is because the very unfortunate and poor in the community are given the first priority in benefit disbursement. A product, according to Kotler, (2006) is something that a person feels will help them satisfy their needs, and this includes both services and goods.

According to Asian Development Bank (ADB, 2004), organizations need financial plans that will ensure that they are financially healthy at all times during the implementation of projects.

Foundations that rely on a single source of funds, much so if the funds are in the form of endowments always put the donor in a very vulnerable position Amott, (2003). Most NGOs have realized this fact and therefore are creating mitigating strategies that are helping them to generate funds internally. They have also employed other fundraising strategies such as business investments hence safeguarding the sustainability of these organizations.

2.8 Research Gap

Donors usually have the objective of helping to improve the livelihood of the locals either through direct participation or providing funding to supplement government's budgetary allocation to the various sectors. Unfortunately, the funds provided by most of these donors are project-driven short-term funds, which do not factor into the whole funding mechanism policies that will ensure that such projects become sustainable after donor funds have been withdrawn (Heeks and Baark, 1998). The presence of a well thought out strategy that not only looks at how a donor funded project is completed, but also the means to continue with the project after donor funds have been withdrawn is critical to the project's sustainability (Young & Hampshire, 2000).

Safaricom foundation has endeared to positively contribute to communities in Kenya in direct ways, both through financial and technical support and with the participation of Safaricom Limited staff. Its activities revolve around doing things that would impact on strengthening the social fabric of different communities and contributing towards changing lives in a sustainable way. Its mission is to partner with local communities to address social, economic and environmental issues so as to foster positive and lasting change, serious question has been raised on the sustainability of the its funded projects that the general public feels that is need for such answers. Factors that Influence the sustainability of funded projects has not been well documented in the public and regulation and therefore lack of clarity by many organizations. As a result, the literature review looked into the factors influencing sustainability of Safaricom foundation educational funded projects in Nairobi County.

2.9 Conceptual Framework

This section discusses the conceptual framework for analyzing the factors affecting sustainability of Safaricom foundation funded projects. These factors are as follows; Project resource adequacy, Training and Stakeholders' participation which are the indicators of sustainability. These formed the independent variables of the study. The conceptual model is a conceptualization in functional form of how the independent variables affect the dependent variable which is sustainability of Safaricom foundation funded projects as shown in Figure 1

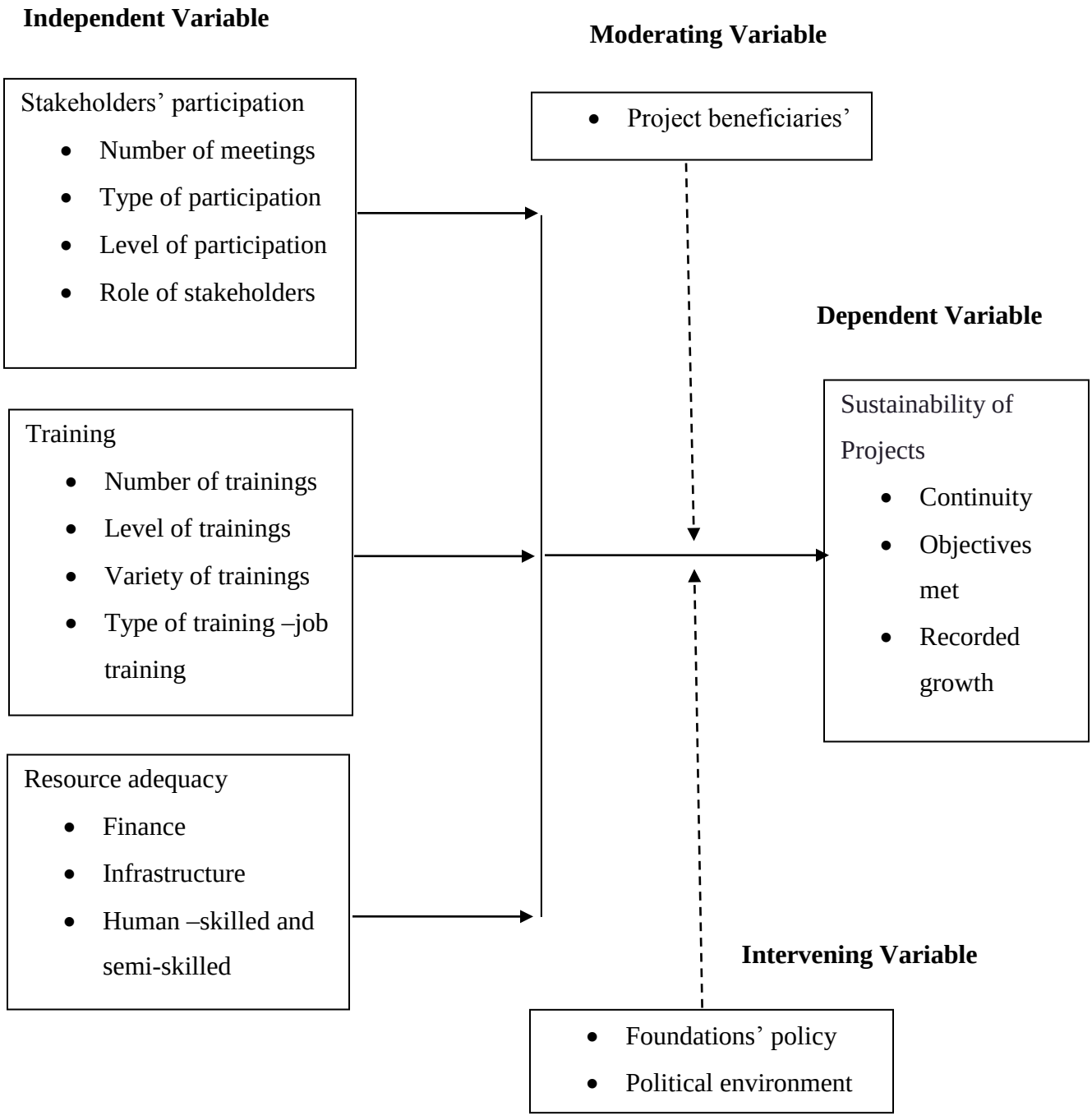


Figure 1: Conceptual Framework

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This section presents the methodology of the study, the research design, data collection methods, population target and its sample size as well as data analysis.

3.1 Research Design

Our study adopted a descriptive research design as postulated by Nachmias and avid Nachmias (1996), whom referred a descriptive survey as one that obtain data that can help determine specific characteristics in a group. According to Zikmund (2000), descriptive research design is significant in a research data gathering since it allows the researcher to gather information, summarize, present and interpret data.

3.2 Target Population

The target population for this study was all project staff of the Safaricom foundation educational funded projects purposively selected from the organizations/institutions in Nairobi County. The target population was the whole population of 120 project staff Mugenda and Mugenda (1999),

Table 3.1: The Summary of the Study Population and their corresponding Organizations

Organizations	**Number of project staff**
Chesire Service Kenya	20
African Braille Centre(ABC)	15
Zabibu Center	18
Global Education Fund Kenya(GEFK)	15
Junior Achievement(JA)	20
Christian Industrial Training Centre (CITC)	15
Mathari Community Educational Development Organization (MCEDO)	17
Total	**120**

Source: Safaricom Foundation (2016)

3.3 Sample size

A sample size of 120 representatives was drawn from the targeted population represented in table 3.1 above. In research, a sample is part of the population that has all the traits of the population in which analysis can be done and inferences made to generalize on the population

3.4 Sampling Technique

Purposive sampling was used in order to gather data required in this research and the whole population was taken, that is the120 project staff members.

3.5 Data collection instrument

A primary data of qualitative and quantitative was used in this study. Structure (open ended and closed) questionnaires we used to collect required information. The closed questionnaires played a crucial role enabling the researcher to analyze data easily using the stated alternatives. The questionnaire was self-administered. In some cases it was dropped and picked later or where the respondents were available it was dropped and picked immediately.

3.6 Pilot testing of the instrument

The questionnaires were reviewed by the researcher's professional peers and the research supervisor and then tested on a small pilot sample of respondents with similar characteristics as the study respondents. The pilot sample consisted of two executive members of Safaricom Foundation.

3.7 Validity and Reliability of the instrument

The data collection is very vital for its validity and reliability. According to Mugenda and Mugenda (2003), validity means extent to which such collected data/information obtained from the analysis actually represents the phenomenon understanding while, reliability means the extent to which research instruments give consistent results. Thus in our study, data reliability will be guaranteed by pre-testing the sample questionnaires with a selected random samples from the area of the study.

3.8 Data collection techniques

Field research aided in collecting the primary data. The University if Nairobi gave the researcher an introductory letter that permitted collection of data which were administered through questionnaires. Confidentiality was reassured encouraging the honesty from the respondents. To help the researcher get more information, interviews were held together with the respondents and also to clarify on information sumitted so as to ensure data validity.

3.9 Methods of Data Analysis

Quantitative technique was used to analyze the data involving use of descriptive statistics like percentages and mean as a measures of central tendency. To generate the descriptive statistics, Statistical Package for Social Sciences was very instrumental. This also came in handy when determining the relationship between the variables of study. The scaled types of questions were analyzed descriptively through the Likert scale based on the various attributes provided in the questions. The research findings was presented using frequency tables.

Pearson moment correlations at a significance level of 0.05 was computed so as to compare the variables and show how to what extent they relate and whether the variables can be used as predictors of each other. A range of 0 to 1, indicates a positive correlation while a range of 0 to -1 indicates a negative correlation. For a perfect correlation, the score has to be 1 and a score of 0 shows no correlation.This helped in obtaining a meaningful conclusion.

3.10 Ethical Issues

The researcher observed research ethics while conducting the research. Respondents participated voluntarily and the objectives explained. The respondents were also advised that the data would be academic use only.

3.11 Operational definition of variables

Operational of variables allows variables to be expressed in measurable terms. The indicators to be measured for each variable were identified together with the measurement scales. The Table 3.2 shows the operational of variables.

Table 3.2: Summary of the operational of the study variables

Objective	Variable	Indicator	Measurement scale	Instrument	Analysis of Data
To establish the influence of stakeholders' participation and involvement on sustainability of Safaricom Foundation educational funded projects	Stakeholders participation	-Number of meetings -Types of participation -Level of participation -Role of stakeholders	Nominal	-Questionnaire -Interview guides	Descriptive
To establish the influence of project staff training on sustainability of Safaricom Foundation educational funded projects.	Training	-Number of trainings -Level of trainings -Variety of trainings -Type of trainings	Nominal	-Questionnaire -Interview guides	Descriptive
To determine the effects of resources adequacy on sustainability of Safaricom Foundation educational funded projects.	Resource Adequacy	Finance Infrastructure Human	Nominal	-Questionnaire -Interview guides	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

The chapter presents the analysis, interpretation and findings of the study. Key characteristics of the respondent and finding for each respondent are also revealed by the data collected. The data presented and analyzed was based on the response of issues of the questionnaires. The study do also use descriptive statistics in doing analysis besides giving the empirical finding in the latter stage.

4.1 Questionnaire Return Rate

The study administered 120 questionnaires to select project staff members and beneficiaries of the Safaricom foundation educational funded projects. Out of the 120 participants, 102 successfully filled and returned the questionnaire. The sample therefore had an 85% rate of response. Mugenda (2008), regards such response rate to be very reliable and good and asserts that 50% rate of response to be adequate, one at 60% to be good and over 70% is rated as being very good. This in brief shows that the entire population was adequately represented by the respondents of the questionnaire items

4.2 Respondents Information

To get the general information of the respondents they were requested to indicate information on personal characteristics such as marital status, age group, gender, education level and the position held by respondents as well as the duration in the project and respondents' position and the duration in the project This was crucial to be aware of the characteristics of the respondents to avoid biases that could result through double response.

4.2.1 The Gender of the Respondent and Age Distribution

To get a balanced perspective, the researcher wished to get the views of both members of both genders. This part therefore, was meant to delve the respondent's gender status. Table 4.1 shows the findings of the gender status responses

Table 4.1: Respondents' gender and distribution

		Age Group				Total
		< 20 years	21-35 years	36-50 years	51-70 years	
Gender	Male	7	39	13	7	66(64.7%)
	Female	0	20	16	0	36(35.3%)
Total		7(6.9%)	59(57.8%)	29(28.4%)	7(6.9%)	102(100%)

The result indicates that 64.7% of those who filled the questionnaires were male and 35.3% were female. This means that a large number of the project staff in Safaricom foundation educational funded projects are male. It also implies that both genders were adequately represented. The results also indicate that 57.8% of the respondents were between 21-35 years, 6.9% below 20 years and between 51-70 years while 28.4% between 36-50 years.

4.2.2 The Duration as project staff

The longer the respondent had been a project staff, the more familiar he or she was with the project and hence ability to provide feedback on the factors which influenced sustainability of Safaricom foundation educational funded projects. Therefore, the researcher sought to establish the duration the staff has been the projectstaff andTable 4.2 shows a summary of the results.

Table 4.2 The Duration as project staff

Duration	Frequency	Percentages
Less than 6 months	40	39.2
Between 6 months – 1 year	51	50.0
Between 1 year – 3 years	11	10.8
Total	102	100

The findings indicate that Majority (50%) were between 6 months-1 year years in the projects, while 39.25% had worked less than 6 months and 10.8% had worked in the project between 1 year – 3 years.

4.2.3 **Education Level**

The level of education of the respondent influences how well the respondent can execute the job and further provide feedback when need be. The respondents' level of education was as summarized by Table 4.3

Table 4.3: Education Level

		Secondary level	**College Level**	**Total**
Gender	Male	7	59	**66 (64.7%)**
	Female	0	36	**36 (35.3%)**
Total		**7 (6.9%)**	**95 (93.1%)**	**102 (100%)**

The findings indicate that 93.1% possessed a college certificates while 6.9 % had secondary certificates. Thus, majority of the respondents possess college certificate. This show the respondents are conversant enough in handling the questionnaires.

4.3 Resource Adequacy on Project Sustainability

One of the objectives of the study was to investigate the implications of resource adequacy on sustainability of Safaricom foundation educational funded projects. Resources adequacy is one of the important challenges facing sustainability of projects hence the research posed this question to establish the feeling of the respondents on the influence of the availability of resources.

4.3.1 Adequacy of Safaricom Foundation Funding

The researcher posed a question as to how the interviewees would rate the funding received from Safaricom foundation and the Table 4.4 shows the findings.

Table 4.4: Adequacy of Safaricom foundation funding

Adequacy	Frequency	Percentages
Very adequate	19	18.6
Adequate	69	67.6
Inadequate	14	13.7
Total	**102**	**100**

On the adequacy of funding received from Safaricom foundation, results show that 67.6% admitted that it was adequate while 18.6 % admitted it was very adequate and 13.7 % it was inadequate. With regard to the adequacy of funding received, a large number of those who responded revealed that the funding was adequate.

4.3.2 **Resource Availability for Beneficiary Change**

The research also wanted to establish whether the resources set aside for the projects would bring about needed change to the project beneficiaries and therefore the researcher posed on whether the resources available would bring change to the beneficiaries. Table 4.5 shows the findings;

Table 4.5: Resource availability for beneficiary change

Resource availability	Frequency	Percentages
Yes	97	95.1
No	5	4.9
Total	**102**	**100.0**

On whether the available resources would enable projects to bring the needed change to the beneficiaries, 95.1 % felt that availability of resources will enable projects bring about needed changes while 4.9% felt that it would not. Thus, majority of the respondents felt that with adequate funding, projects would bring about needed changes to the beneficiaries.

4.3.3 **Resource Availability and Project Success**

Project success depends on the resource that have been set aside or the project. The researcher posed a question as to whether the resource available would lead to the project success and table 4.6 presents the findings.

Table 4.6:Resource availability and project success

Resource availability	**Frequency**	**Percentages**
Yes	88	86.3
No	14	13.7
Total	**102**	**100.0**

On project success stories and available funding, 86.3% of the respondents indicated that available resources will enable projects be a success story to point to while 13.7% indicated that available resources will not enable projects be a success story to point to. With regard to the adequacy of funding and project success story of Safaricom foundation projects, a large number of those who responded revealed that the availability of resources would enable projects be a success story to point to.

4.3.4 **Resource Adequacy and sustainability of the Safaricom foundation funded projects**

One of the objectives of the study was to establish the influence of resource adequacy on the sustainability of the Safaricom foundation funded projects. The respondents were to indicate agreement level to the level in which resource adequacy affected the sustainability of the projects. The five point Likert scale was used to rate the respnses from those interviewed where: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. SPSS generated the means and they are as shown in Table 4.7

Table 4.7: Resource Adequacy and sustainability of the Safaricom foundation funded projects

Statement	Mean
Availability of funding is crucial for project operation and sustainability	4.33
Skilled and semi-skilled labor within a project promotes continuity in the operation of the project	3.72
Good infrastructure within the projects ensure project objectives are achieved and hence important to project sustainability	3.90

From the empirical findings, many of the respondents agreed that availability of funding is crucial for project operation and sustainability (M=4.33), good infrastructure within the projects ensure project objectives are achieved and hence important to project sustainability (M=3.90) and skilled and semi-skilled labor within a project promotes continuity in the operation of the projects (M= 3.72).

4.4 Training and Sustainability of projects

The other objective envisaged to find out the contributions staff training has on the sustainability of Safaricom Foundations Educational funded projects.

4.4.1 Training of the job done by the project staff

The study inquired from the project staff whether they have undergone any training to the job they do in the project.

Table 4.8: Training of the job done by the project staff

	Frequency	Percentage
Yes	88	86.3
No	14	13.7
Total	**102**	**100**

From the findings in Table 4.8 most of the project staff (86.3%) had undergone training of the job they do. 13.7% had not undergone any training.

4.4.2 **Adequacy of the training**

The study sought to assess whether the training was adequate for the project staff to effectively do their job.

Table 4.9: Adequacy of the training

	Frequency	**Percentage**
Yes	83	94.3
No	5	5.7
Total	**88**	**100**

From Table 4.9, according to 94.3% of those who were trained attested that the trainings adequate to effectively enable them do their job while 5.7% felt that the training was not adequate.

4.4.3 **Effectiveness of the training**

The study also inquired from the project staff whether the training received was effective.

Table 4-10: Effectiveness of the training

	Frequency	**Percentage**
Excellent	11	12.5
Good	75	85.2
Fair	2	2.3
Total	**88**	**100**

As shown in Table 4.10, 85.2% of those trained said that the effectiveness of the training received was excellent, 12.5% good 2.3% indicated fair.

4.4.4 **Current levels of staff training on sustainability**

The respondents were to indicate to what extent would the fact that the current levels of staff training affect the sustainability of the project.

Table 4-11: Current levels of staff training on sustainability

	Frequency	**Percentage**
Strongly Agree	48	47.1
Agree	40	39.2
Neutral	7	6.9
Disagree	7	6.9
Total	**102**	**100**

From the results in Table 4.11, 47.1% of the respondents strongly agreed that the current levels of staff training has an effect on sustainability of the project. 39.2% agreed, 6.9% disagreed while 6.9% were neutral.

4.4.5 **Staff training and sustainability of the projects**

The study sought to establish the influence of training on the sustainability of the projects. The respondents were to indicate the level to which they agree staff training affects the sustainability of Safaricom foundation education funded projects.A five point Likert scale was used to rate the responses where: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. SPSS was used to generate the means as illustrated in Table 4.12

Table 4-12: Staff training and sustainability of the projects

	Mean
Training has increased accountability and responsibility among staff in the projects ensuring their sustainability	4.47
Staff training has improved competence of the staff hence continuity in the operation of the project	4.21
Training has contributed to better performance of staff which is important to project sustainability	4.30
Training imparts skills and necessary expertise to the staff improving their ability to handle assigned duties	4.28
Training has led to staff motivation influences the direction and execution of the projects.	4.35

From the emperical findings, many of those who responded agreed that; training has increased accountability and responsibility among staff in the projects ensuring their sustainability (M=4.47), Training has led to staff motivation influences the direction and execution of the projects (M=4.35), Training has contributed to better performance of staff which is important to project sustainability (M=4.30), Training imparts skills and necessary expertise to the staff improving their ability to handle assigned duties. (M = 4.28) and staff training also has improved competence of the staff hence continuity in the operation of the project (M= 4.21).

4.5 Stakeholder participation and Project Sustainability

The study sought to establish to what extent stakeholders' participation affects the sustainability of the projects.

4.5.1 Level of commitment of stakeholder to the project

The other study objective was to assess the level of commitment of stakeholders in the project.

Table 4.13: Level of commitment of stakeholder to the project

	Frequency	Percentage
Very committed	47	46.1
Committed	43	42.2
Less committed	12	11.8
Total	**102**	**100**

Table 4.13 findingsshows that the stakeholders committed in the project sustainability accounted for 43 % of the respondents. Very committed responses accounted for 47%, while less committed accounted for 11.8%. This shows that most stakeholders are very committed in the project sustainability. This is in line Pollnac and Pomeroy (2005), study reviewed in the literature who asserted that top-down and donor led projects quite often fail since they do not lead to benefits that are sustainable due to failure to ensure commitment and stakeholder ownership.

4.5.2 Withdrawal of Safaricom foundation funding

The study sought to assess the effect of withdrawal of Safaricom foundation funding to the educational funded projects in Nairobi County.

Table 4.14: Withdrawal of Safaricom foundation funding

Effects of withdrawal	Frequency	Percentages
Continue normally	18	17.6
Cease operations	16	15.7
Will be affected significantly	68	66.7
Total	**102**	**100.0**

From the study findings, according to 66.7% of those who responded, withdrawal of funding would affect significantly the running of project. Continue normally and cease operation responses accounted for 17.6% and 15.7% respectively as shown in table 4.14. This showed that

the project were not self -sustaining after the withdrawal of the Safaricom foundation funding hence the need to design mechanisms to enhance project sustainability.

4.5.3 Stakeholder and target beneficiary group involvement and ownership in the Projects

The researcher also intended to find out the extent of stakeholder and target beneficiary group involvement and ownership in the project.

Table 4.15: Target beneficiary group and stakeholder involvement and ownership

	Strongly Agree	Agree	Neutral	Disagree	Total
Beneficiary ownership	19.6	72.5	2.9	4.9	100%
Stakeholder ownership	30.4	37.3	21.6	10.8	100%
Beneficiary involvement	20.6	34.3	37.3	7.8	100%
Stakeholder involvement	23.5	62.8	2.9	10.8	100%

From the summary in Table 4.15 above, the findings expressed as percentages, 34.3 % of the respondent attested for target beneficiary group involvement compared to about 62.8% who agreed that stakeholders participate in decision making.

Table 4.16: Summary of findings of variables of target beneficiary group and stakeholder involvement and ownership

Statements	N	Mean
This project is fully owned by the target beneficiaries of the project	**102**	**4.07**
This project is fully owned by the stakeholder of the project	**102**	**3.87**
The target beneficiaries of the project are involved in key decision-making	**102**	**3.68**
The project stakeholder are involved in key decision-making	**102**	**3.29**

According to respondents' information in table 4.16, the average project ownership for the beneficiaries and stakeholders were (M=4.07) and (M =3.87) respectively with a range of 1 to 5 strongly agree and disagree respectively. That is, the respondents strongly agreed that target groups fully own the projects. Similarly, the respondents' opinion on decision-making showed that (M = 3.68) and (M = 3.29) were the means for target beneficiary group and stakeholder involved in decision-making.

4.5.4 Stakeholders' participation and sustainability of the projects

The other aim was to establish the influence of stakeholders' participation on the sustainability of the projects. The agreement levels were indicated by the respondents to show the extent to which stakeholders' participation affected the sustainability of the projects. Afive point Likert scale was used to rate the responses where: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The mean and standard deviations were generated from SPSS was used to generate the mean and the standard deviations as illustrated in Table 4.17.

Table 4.17: Stakeholders' participation and sustainability of the projects

Statements	Mean
Involvement of the target beneficiaries is crucial for the sustainability of the project	4.11
Stakeholders' involvement in the project has enhanced continuity in the operation of the project	4.33
Share control and influence of stakeholders over initiatives of the project and the affecting resources to the projects	3.05
Stakeholders support ensure that projects are managed effectively thereby boosting their sustainability	3.81
Stakeholders' contribution influences the execution and direction of the projects instead of just receiving share benefits of the project.	3.58

From the study findings, many of those who responded agreed that; Stakeholders' involvement in the project has enhanced continuity in the operations of the project (M=4.33), involvement of the target beneficiaries is crucial for the sustainability of the projects (M=4.11), Stakeholders support ensure that projects are managed effectively thereby ensuring their sustainability

(M=3.81), Stakeholders' contribution influences the execution and direction of the projects instead of just receiving benefits share of the project. (M = 3.58) and also stakeholders' share control and influence over the initiative of the project and affecting resource to them (M= 3.05).

4.6 Correlation analysis

The study used Karl Pearson's coefficient of correlation in quantifying the strength depicted by the relationship between the variables.. The Pearson product-moment correlation coefficient denoted by r measures the strength of an association that is linear in nature between two variables. The Pearson correlation coefficient, *r*, takes values ranging from +1 to -1. 0 value shows no association of the two variables. When r>0 there is a positive association. When r<0 indicates a negative association.

Table 4.18: Correlation and the coefficient of determination

	Project sustainability	Resource Adequacy	Training	Stakeholders' participation
Project sustainability (r) (p) Sig. (2 tailed)	1			
Resource Adequacy (r) (p) Sig. (2 tailed)	0.567 0.000	1		
Training (r) (p) Sig. (2 tailed)	0.233 0.018	0.293 0.003	1	
Stakeholder participation (r) (p) Sig. (2 tailed)	0.078 0.435	0.117 0.242	0.072 0.470	1

Table 4.18 shows existence of a positive correlation between Safaricom foundation educational funded projects sustainability and resources adequacy, training and stakeholders' participation of the size of 0.567, 0.233, and 0.078 respectively. Resource adequacy of Kenya has the highest value and the lowest correlation value is held by stakeholders' participation. The three factors influencing sustainability of the Safaricom foundation educational funded projects are related. The correlation matrix indicates that although the relationship is not very strong, every factor has a contribution on the sustainability and contributes immensely to the same sustainability. For example, the association between resources allocated and stakeholders is 0.117 thus a positive correlation. The same positive association exists between training, stakeholders'' participation and resources.

This is also reflected by the averages of project staff training and sustainability of the projects, resource adequacy and project sustainability and stakeholders' participation and sustainability of projects which have all show that sustainability is related to resource adequacy, training and stakeholders' participation. The analysis observed that the means were at an average of 4 which is a stronger indicator that the respondents were in agreement.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter, the summary of findings, discussions, conclusion and the recommendations are discussed from the analysis done in chapter Four. The contribution to the body of knowledge and the suggestions for further research are also outlined in this chapter. To address the purpose of the study which was to assess the factors influencing sustainability of Safaricom foundation education funded projects in Nairobi County, the conclusion and recommendations were drawn.

5.1 Summary of the Findings

The study aimed at establishing the factors influencing sustainability of Safaricom foundation educational funded projects in Nairobi County. Among the factors investigated included; resource adequacy, training and stakeholders' participation.

The study established that availability of funding is crucial for project operation and sustainability as articulated by the respondents. It was also established that skilled and semi-skilled labour within a project promotes continuity in the operation of the project which is important to sustainability. Good infrastructure as a resource within the projects ensures project objectives are achieved and hence important to project sustainability.

The study also established that training has increased accountability and responsibility among staff in the projects ensuring their sustainability and that through training, project staff competence has improved hence continuity in the operation of the project. The study revealed that training has contributed to better performance of staff which is important to project sustainability and has led to staff motivation influences the direction and execution of the projects.

The study established that involvement of the target beneficiaries is crucial for the sustainability of the project and that stakeholders' involvement and participation in the project has enhanced continuity in the operation of the project. The study also noted that most stakeholders have an influence of project initiatives and some on the resources that affect the project. Stakeholders

support also ensures that the projects are managed effectively which in turn boosts project sustainability.

5.2 Discussion

The discussions of the findings are discussed in details on this chapter. The study revealed that sustainability of Safaricom foundation educational funded projects in Nairobi County is influenced by resource adequacy, trainings and the level of stakeholders' involvement and participation.

5.2.1 **Resources Adequacy**

On the influence of resource adequacy that influences sustainability, the study revealed that projects that lack resources face challenges when it comes to the project continuing even after Safaricom foundation has withdrawn. This is in line with the literature review where Gibbs et al, (2002) argues that inadequate resources for project activities is a challenge facing many organizations. For most organizations, little amount of resources are channeled towards project implantation and not address the need on how far the funds will sustain the projects. The study also revealed that it is important for projects to have both skilled and semi-skilled human labour to enable the projects run effectively. Good infrastructure was also noted to be a contributing factor to project sustainability.

5.2.2 **Training**

The second research question envisaged to explore the contributions of project staff training on the sustainability of Safaricom Foundations Educational funded projects. In particular, the study explores training adequacy, frequency of the trainings, effectiveness of the trainings and training impacts on project sustainability. The respondents' comments were that management of the projects should train staff on areas of project sustainability and also employ staff who are educated and have had relevant training and are conversant in their fields of operation. This will help to increase the efficiency and effectiveness in the project operations. Other respondents were of the view that hiring well trained project staff saves the projects time and cost hence increases overall performance therefore making the project sustainable in the long run.

5.2.3 **Stakeholders' Participation**

Finally, on the last objective which sought to determine the influence of stakeholders' participation in project sustainability. Stakeholders' participation and involvement influences project sustainability i.e. decision-making processes are determined by the extent of participation of the stakeholders of the projects that can be done are various levels. It is important to consider the existence of conflicts resolution and the mechanisms that have been put in place to address such grievances. Stakeholders might not necessarily agree on the results as put by Davies (1998), however the extent of such disagreements provide some good insights and also address issues that require more attention. Involvement and participation of stakeholders and target beneficiaries promotes ownership of the project, enhance resources mobilization, provides oversight and feedback mechanism to the project, ensure success and failure are shared together and enhance smooth take over and maintenance of the projects operation as viewed by the respondents. This was a step forward toward enhancing project sustainability.

5.3 Conclusion

The main purpose of this study was to investigate the factors influencing sustainability of Safaricom foundation educational funded projects in Nairobi County. Based on objective one, the study concluded that there is a great influence of resource adequacy on sustainability of Safaricom foundation educational funded projects. The study revealed that adequate resources ensure project sustainability.

The study established that project staff training influences sustainability of Safaricom foundation educational funded projects. This is to mean that project sustainability to some extent depends on the level of training given to staff.

This study established that that the target beneficiaries and stakeholders were greatly involved in the activities of the Safaricom foundation educational funded projects. In addition, target beneficiaries and stakeholders were directly involved in decision making processes of the projects. The study further established that the projects were owned by target beneficiaries and stakeholders which was a step forward toward enhancing projects' sustainability.

5.4 Recommendations of the Study

The study recommends that stakeholders' participation and involvement in projects so as to ensure that most ideas are fully represented and that during identification of the scope and palling of the projects, the stakeholders should be allowed to participate as per the findings and the conclusion of this study.

The study recommends that there is need to educate and empower the local communities on the sustainability projects to ensure that they are able to articulate the project objectives and push them forward after withdrawal of funding. To this regards, the target beneficiaries must be consulted during project inception, preparation and implementation stages.

Finally, the study also recommends that Safaricom foundation should assess the target beneficiaries and stakeholder capacity to handle and continue running of the projects. The project handing over or project commissioning should only be done once the foundation is fully convinced beyond reasonable doubt that the target beneficiaries and stakeholder have adequate capacity, knowledge and skills to effectively run the project. This will ensure sustainability of the projects.

5.5 Suggestion for Further Research

A study needs to be done in other counties to assess the factors influencing sustainability of the Safaricom foundation funded projects in all thematic areas ranging from education, health, water, environmental conservation and technology for good and use the results to compare with that of Nairobi County. Finally, a study should also be conducted on sustainability of projects funded by other corporate organizations in Kenya.

5.6 Contribution to the Body of Knowledge

This study offers a deeper insight to the challenges facing sustainability of projects. Most researchers argue that both human and financial resources and stakeholder's engagement are the main obstacles facing the sustainability of projects. In contrast, this study has established that lack of staff training, failure to set aside fund for monitoring and evaluation activities also hinder sustainability of projects to a very large extent.

REFERENCES

Asian Development Bank, (2004). *Economic analysis of projects-financial sustainability.* Food security Program.

Bossert, T. J (1990). *Can they get along without us? Sustainability of Donor-supported Health Projects in Central America and Africa.* Harvard School of Public Health, Boston, MA 02115.

Brundtland, G.H. (1987).*Our Common Future: Report of the World Commission on Environment and Development*. Oxford, UK: Oxford University Press.

Cooper, D.R., & Emory, C.W. (1995). *Business Research Methods.*5th Ed. Chicago, Irwin Publishers.

Diane R., (n.d.). *Theory and Practice in Sustainability and Sustainable Development*: *Lessons for USAID's Move towards Sustainability and Sustainable Development*. USAID center for Information and evaluation.

Dorothy A. Johnson (2007), *Sustainability Development and Strategy.* Center for Philanthropy & Nonprofit Leadership. Nonprofit Good Practice Guide.

Government of Kenya, (2002a). *The First National Communication of Kenya to the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC):* Ministry of Environment and Natural Resource, Nairobi, KenyaJune 2002, pp 1-88.

Government of Kenya, (1994b).*Kenya Forestry Master Plan,* Ministry of Environment and Natural Resources Nairobi, Kenya, 1994, pp49-222.

Government of Kenya, (2003). *Economic Recovery Strategy for Wealth and Employment Creation.* Government Press.

Government of Kenya (2001). *Poverty Reduction Strategy Paper (2001-2004).* Nairobi: Government Press.

Francis, R.E. (2001). *A Case Study of Third World Development Projects Developed and 1mplemented by the Non-Governmental Organization:* Volunteers in Technical Assistance (VIT A) Faculty of Education, West Virginia University.

Heeks, R., &Baark, E. (1998). *Evaluation of donor-funded information technology transfer projects in China: a lifecycle approach*. UnpublishedManuscript. Institute for Development Policy and Management, University of Manchester, Manchester.

IFAD, (2009). *Sustainability of Rural Development Projects:* Best Practices and Lessons Learned by IFAD. Asia.

IFAD, (2006a). ARRI issues note: Sustainability. Internal document. Rome.

IFAD, (2007j). *IFAD Strategic Framework 2007-2010*. Rome.

Kahn, A. A. and Hare L (2005). *Sustaining the Benefits:* A field Guide for Sustaining Reproductive and Child Health Service. Centre for Development and Population Activities

Kotler, P. (2006). *Strategic Marketing for Nonprofit Organizations*. Prentice-Hall.

Mugenda, &Mugenda, (2003).*Research Methods: Quantitative and Qualitative Approaches*. Acts Press, Nairobi.

Natasha, A. (2003). *The Quest for Financial Sustainability: Foundations in Southeast*

Asia. Introduction to Financing Development in Southeast Asia: Opportunities for Collaboration and Sustainability.

Nturibi, (2004). *A Case Study of the Integrated Community Care and Support Project in Kenya.* Family Programme Promotion Services).

Ngutu*et al*, (2003). *Changing faces of pastoralism:* Experiences and possibilities for mountain and oasis agriculture in Marsabit District.

OECD, (1989). *Based on a categorization in Sustainability in Development Programs: A Compendium of Evaluation Experience*. Paris.

Pomeroy, R., & Carlos, M.B. (1997). *Community-based coastal resource management in the Philippines:* A review and evaluation of programs and projects, 1984-1996. Marine Policy; 21(5):445-64.

Pollnac, R., & Pomeroy, R.S. (2005). *Factors influencing the sustainability of integrated coastal management projects in the Philippines and Indonesia.* Ocean and Coastal Management.

Pearce, J. A., & Robinson, R. B. (2003). 8th Ed. *Strategic Management: Formulation, Implementation and Control*. McGraw Hill. p46.

Schneider, H., & Gilson, L. (1997). *Managing external resources in the health sector in South Africa.* Centre for Health Policy, University of the Witwatersrand, and Health Policy Unit, London School of Hygiene and Tropical Medicine.

Stella, N. (2008) *Top* NGOS working in Kenya. Retrieved on DD/MM/YYY from https://www.devex.com/people/69340-stella

Roy, A. (2003), *Role played by NGOs in the society.*

Rono, N.C. (2008). *Factors affecting financial sustainability of NGOs funded projects in Kenya.* Unpublished MBA dissertation-Kenyatta University. Nairobi-Kenya.

TANGO International, (2008b). North Eastern Region Community Resource Management

Project for Upland Areas (NERCORMP): India case study report. Tucson, AR.

TANGO International, (2008e). Decentralized Programme for Rural Poverty Reduction in Ha Giang and QuangBinh Provinces: Vietnam case study report. Tucson, AR.

United Nations Report, (1987). *World Commission on Environment and Development.* Enhancing Global environmental sustainability. Brunt land Commission, United Nations.

US Agency for International Development, (1988). *Sustainability of Development Programs:* A Compendium of Donor Experience. USAID, Washington, DC.

Vidal A. C. (2001). *Faith-Based Organizations in Community Development.* U.S. Department of Housing and Community Office of Policy Development and Research. The Urban Institute United States.

Wayne C. P. (2000). *Successful project management.* Center for Project Management, San Ramon Calif.

World Commission on Environment and Development (WCED), (1987).*Our Common Future*. New York: Oxford University Press.

Young, L., & Hampshire, J. (2000), *Promoting Practical Sustainability,* Quality Assurance Group-PIAlOPRE. The Australian Agency for International Development. AUSAID government publications.

Safaricom foundationhttp://www.safaricomfoundation.org/

APPENDICES

APPENDIX 1: CONSENT LETTER

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

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

2nd October, 2015

REF: UON/CEES//NEMC/22/358

TO WHOM IT MAY CONCERN

RE: CHRISTOPHER OGADA -L50/82455/2012

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled **"Factors Influencing Sustainability of Safaricom Foundation Educational Funded Projects in Nairobi County**.

Any assistance given to him will be appreciated.

UNIVERSITY OF NAIROBI C.E.E.S. P O Box 30197 02 OCT 2015 NAIROBI NAIROBI EXTRA MURAL CENTRE

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

APPENDIX 1I: LETTER OF TRANSMITTAL

Christopher Ogada,

P.O. Box 52337-00100

Nairobi.

25th May, 2016.

Dear (*Respondent*),

I am a Master of Arts Degree in Project Planning and Management student at the University of Nairobi Kenya. I am currently undertaking a Research Project on: ***'Factors Influencing Sustainability of Safaricom Foundation Educational funded projects in Nairobi County, Kenya.'*** as a partial fulfillment for the requirement for an award of a Masters of Arts degree in Project Planning and Management.

You have been randomly selected to provide information on the factors influencing sustainability of Safaricom Foundation Educational funded projects in Nairobi County**.** This is a request for your participation in responding to the attached questionnaire. Your truthful response will help facilitate this study. Please be assured that any personal information given will be treated with utmost confidentiality and will be purposely used for this study.

Thank in advance. Your participation will be highly appreciated.

Best Regards,

Christopher Ogada

Reg No: L50/82455/2012

APPENDIX III: RESEARCH PERMIT

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEACH CLEARANCE PERMIT

Serial No.A 1933

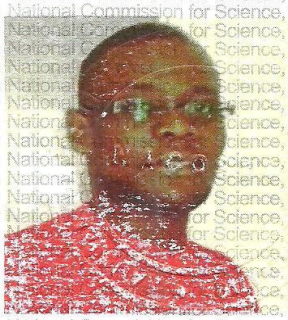
CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MR. CHRISTOPHER OLENDO OGADA
of UNIVERSITY OF NAIROBI, 0-100 Nairobi,has been permitted to conduct research in *Nairobi County*

on the topic: *FACTORS INFLUENCING SUSTAINABILITY OF SAFARICOM FOUNDATION EDUCATIONAL FUNDED PROJECTS*

for the period ending:
16th November,2017

Permit No : NACOSTI/P/16/87153/14618
Date Of Issue : 16th November,2016
Fee Recieved :Ksh 1000



.....
Applicant's Signature

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

APPENDIX IV: RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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

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

Ref: No. **NACOSTI/P/16/87153/14618**

Date: **16th November, 2016**

Christopher Olendo Ogada
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Factors influencing sustainability of Safaricom Foundation educational funded projects,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **16th November, 2017.**

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

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

DR. M. K. RUGUTT, PhD, HSC.
DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

APPENDIX V: QUESTIONNAIRE FOR PROJECT STAFF

I am Christopher Ogada, a student at the University of Nairobi, School of Continuing and Distance Education. I am currently undertaking my research project as a requirement or the award of the degree of Masters of Arts in Project Planning and Management. The study is on the factors influencing sustainability of Safaricom Foundation educational funded projects within Nairobi County.

The findings and recommendations of the study will contribute to the knowledge base in project sustainability. Therefore, I would like to collect data that will assist in accomplishing the objectives of the study. Kindly answer the questions by ticking and /or explaining. Your contribution will be much appreciated and the information provided will be treated with utmost confidentiality. Kindly answer the questions in this questionnaire.

SECTION 1: DEMOGRAPHIC CHARACTERISTICS

1. Please indicate your gender M ( ) F ( )
2. Please indicate your age group

   Below 20 years ☐

   21-35 years ☐

   36-50 years ☐

   51-70 years ☐

   Over 71 years ☐

3. What is your marital status?

   Married ☐

   Single ☐

   Divorced ☐

   Other (specify)……

4. Please indicate the highest level of education attained

   Never attended school ☐

   Primary level ☐

   Secondary level ☐

   College level ☐

   Other (specify……...

5. Respondents position:

   Project Manager ☐

   Administrator ☐

   Accountant ☐

   Others (specify)……

6. How long have you been working on this project?

   Less than 6 months ☐

   Between 6 months- 1 years ☐

   Between 1-3 years ☐

   Between 3-5 years ☐

   Above 5 years ☐

SECTION 2: STAKEHOLDERS PARTICIPATION AND PROJECT SUSTAINABILITY.

7. How would you rate the level of involvement and participation of following in this project? Rate as follows;

   l= Not involved at all 2 = Very low. 3 = Low 4 = Fairly 5 = greatly involved

	1	2	3	4	5
Safaricom foundation					
Other donors					
Community groups					

8. To what extent would you agree or disagree with the following statement as relate to stakeholders and target groups involvement and participation in this project? Rate as follows;

   l= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree.

	1	2	3	4	5
This project is fully owned by the target beneficiaries of the project					
This project is fully owned by the stakeholder of the project					
The target beneficiaries of the project are involved in key decision-making					
The project stakeholder are involved in key decision-making					

9. How would you describe the level of commitment of stakeholder and target beneficiaries to the project?

   Very committed ☐

   Committed ☐

   Less committed ☐

   Not committed at all ☐

10. What do you think would be the effect of withdrawal of Safaricom foundation funding to this project? The project will…….

Continue normally ☐

Will be affected significantly ☐

Cease operations ☐

11. The following statements relates to how the extent of stakeholders' participation affects the sustainability of Safaricom foundation education funded projects. To what extent are they reflected in your project? Rate as follows;

l= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree.

	1	2	3	4	5
Involvement of the target beneficiaries is crucial for the sustainability of the project					
Stakeholders' involvement in the project has enhanced continuity in the operation of the project					
Stakeholders influence and share control over project initiatives and the resources which affect them					
Stakeholders support ensure that projects are managed effectively thereby ensuring their sustainability					
Stakeholders' contribution influences the direction and execution of the projects rather than merely receive a share of project benefits.					

12. In your view, what are the effects of stakeholders and target groups involvement and participation on the sustainability of this project?

_____

_____

_____

_____

SECTION 3: TRAINING INFLUENCE ON PROJECTS SUSTAINABILITY.

13. Have you under gone any training to the job you do in this project?

Yes ☐

No ☐

14. Do you think the training you have is adequate to effectively do your job?

Yes ☐

No ☐

15. If you have been trained, how do you rate the effectiveness of the training?

Poor ☐

Fair ☐

Good ☐

Excellent ☐

16. To what extent would agree or disagree on with the fact that the current levels of staff training affect the sustainability of this project?

Strongly agree ☐

Agree ☐

Neutral ☐

Disagree ☐

Strongly disagree ☐

17. The following statements relates to how the extent of staff training affects the sustainability of Safaricom foundation education funded projects. To what extent are they reflected in your project? Rate as follows;

    l= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree.

	1	2	3	4	5
Training has increased accountability and responsibility among staff in the projects ensuring their sustainability					
Staff training has improved competence of the staff hence continuity in the operation of the project					
Training has contributed to better performance of staff which is important to project sustainability					
Training imparts skills and necessary expertise to the staff improving their ability to handle assigned duties					
Training has led to staff motivation influences the direction and execution of the projects.					

SECTION 4: RESOURCE ADEQUACY AND PROJECT SUSTAINABILITY.

18. How would you rate the adequacy of the funding that you receive from the Safaricom foundation for this project?

    Very adequate ☐

    Adequate ☐

    Inadequate ☐

    Very inadequate ☐

19. In your view, do you think the available resources will enable the project to bring the needed change to the beneficiaries?

Yes ☐

No ☐

20. In your view, do you think the available resources will enable this project to be a success story to point to?

Yes ☐

No ☐

21. The following statements relates to how the extent of resource adequacy affects the sustainability of Safaricom foundation education funded projects. To what extent are they reflected in your project? Rate as follows;

l= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree.

	1	2	3	4	5
Availability of funding is crucial for project operation and sustainability					
Skilled and semi-skilled labour within a project promotes continuity in the operation of the project					
Good infrastructure within the projects ensure project objectives are achieved and hence important to project sustainability					

22. To what extent do you think the project is sustainable?

Very great extent ☐

Great extent ☐

Moderate extent ☐

Little extent ☐

Not at all ☐

24 In your view, what measures do you think has been put in place to ensure the project sustainability?

_____

_____

_____

_____

_____

_____

Recommendations

What are your recommendations in order to have sustainable donor funded projects in Kenya?

_____

_____

_____

_____

Thank you for your participation.