

ASSESSMENT OF FACTORS INFLUENCING SUSTAINABILITY OF DONOR FUNDED PROJECTS IN NAKURU COUNTY, KENYA

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Abstract

Most Non-governmental Organizations are involved in areas of development and poverty alleviation through a spectrum of activities to deliver basic services. However, sustainability of the donor funded project outcomes still face a myriad of challenges. This study assessed factors influencing sustainability of donor funded projects in Nakuru County. Level of funding, monitoring and evaluation and stakeholder involvement were assessed. A descriptive research design was adopted with a target population of 726; involving funding agency officials, project managers, beneficiaries and committee members. Stratified random sampling was used to select 88 respondents. A semi-structured questionnaire was used to collect data which was edited, coded and analyzed using descriptive and inferential analysis with aid of SPSS. Study found that project stakeholders and beneficiaries were not adequately involved in monitoring and evaluation of activities. Stakeholder involvement and community participation influences project sustainability. Funding, monitoring and evaluation and stakeholder involvement had strong positive relationships with sustainability. Regression results explained 72.6% of the sustainability of projects. The community should be involved and participate in all phases of projects and own the projects. Beneficiaries should be linked to local service providers for continuity.

Keywords: Funding, Project, Planning, Participation, Beneficiary, Sustainability, Monitoring, Evaluation, Stakeholder

INTRODUCTION

NGOs are recognized as very important institutions in development, disaster management like the 2004 tsunami disaster, conflict resolution and international campaign for aid, trade, environment and poverty alleviation among other roles. Many NGOs endeavor to deliver basic services to people in need, and organizing policy advocacy and public campaigns for change (Karanja, 2013). According to Togbolo (2005), the United Nations (UN) notes that in the modern world, participation of NGOs is in a way, a guarantee of political legitimacy. Globally, NGOs are continually increasing in number. This development is inseparable from the aspiration to freedom and democracy which today animates the international society. He further posited that NGOs should expand outwards from concrete innovations and ideas at grassroots or community level to connect with the forces that influence patterns and trend of poverty, exclusionary economics, discriminatory politics, selfish and violent personal behavior, and the capture of the world of knowledge and ideas by elites. This can be achieved by integrating micro and macro-level actions to support vulnerable communities.

Although many NGOs face financial constraints, they have demonstrated the ability to reach poor people, work in remote and inaccessible areas, have embraced innovation and delivered better services than government agencies. The NGO resources are largely additional; they complement the development effort of others, and they can help to make the development process more accountable, transparent and participatory. Insufficient financing is a major factor in poor maintenance which is often cited as a reason for project failure (Ali, 2011).

The Roll Back Malaria project across Africa in 1998 was funded by multiple agencies at a cost of about \$500 million. It aimed to halve malaria incidences by 2010. The program said Africa needed \$1.9 billion a year to slow the disease, but by 2002 donors had only come up with \$200 million a year. By 2004 the infection rate had risen by 12%. Experts said donors rarely followed through with pledges and some programs were subject to political considerations and questioned the type of insecticides to be used, whether to buy cheap generic drugs or how much poor people should pay for mosquito nets. The USAID (2010) took an extraordinary step and suspended one of its largest funding recipients, the Academy for Educational Development (AED). USAID's suspension decision underscored the seriousness of its commitment in responding to mismanagement of U.S. Government funds and established that no implementing partner was too large to escape accountability. Indeed, at the time USAID took this extraordinary step, it had 65 active awards valued at \$640 million dollars with AED and work was underway in countries like Afghanistan and Pakistan (Beam, 2011). AED could no longer receive new funding from the federal government. Less than three months later, in March 2011 after 50 years of spearheading thousands of development projects around the world, AED

announced that it would sell its assets and dissolve itself. AED collapsed because of overreliance on one donor who eventually pulled out.

According to Busiinge (2008) on a survey done in Uganda in the Rwenzori region to critique projects implemented through donor funding, social and economic contribution indicates that despite the increase in donor funding to government and NGOs in Africa towards poverty reduction programs, the poverty is on the increase. The common ground between donors and NGOs can be expected to grow, especially as donors seek to make more explicit their stated objectives of enhancing democratic processes and strengthening marginal groups in civil society. Foreign development assistance in Kenya has been on a move towards addressing the underlying causes of poverty. A recent manifestation is the move towards sustainability, which stresses community mobilization, education, and cost-recovery (Thematic Group, 2005). Converse to this, majority of community development projects in Kenya faces challenges of sustainability. In response to the challenges posed by the Millennium Development Goals, the key stakeholders in international development set out a new agenda to improve the effectiveness of aid. This agenda, embodied in the Paris Declaration on Aid Effectiveness, articulates a series of commitments reflected by the following tenets: ownership, alignment, harmonization, managing for results and mutual accountability.

In Kenya the growth of NGOs has been staggering; in 1974, there were only 125 NGOs in Kenya, by 1990 there were over 400 registered with the government, soaring to nearly 3000 in 2004 and over 4200 by 2007 (NGO Coordination Board, 2006). Most donor projects in Kenya are funded by external donors through NGOs. According to Gathara (2013), 53% of health care is delivered through private sector including NGOs and Faith Based Organizations. 55% of the national health budget is funded by donors through NGOs while 89% of HIV/AIDS budget including life saving antiretroviral drugs are funded by external donors. According to Gitonga (2012), majority of the youth projects in Kangema district in Murang'a County Kenya were only evaluated twice a year and 23% had not been evaluated at all. He concluded that monitoring and evaluation is important in the sustainability of a project and therefore the frequency of monitoring and evaluation should be enhanced in all the project stages According to Karanja (2013), monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results.

A study by Nyaguthii and Oyugi (2013), on influence of community participation on successful implementation of Constituency Development Fund (water) projects in Mwea constituency found that there is low community members' participation in identification,

implementation, evaluation and monitoring and there is need to improve on the same. Sustainability cannot be achieved without stakeholder involvement and support. Stakeholders should actively participate to influence the direction and detail of design and implementation of the projects. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve participation (Nyonje, Kyalo & Mulwa, 2012).

Statement of the Problem

Sustainability of donor funded projects is critical to community growth and development continuity of the benefits. Across all continents, NGOs and donor funding are increasing though sustainability of the benefits is not guaranteed. Project development is inseparable from the aspiration to freedom and democracy in the international society. NGOs' integrate micro and macro-level actions in their project and activities to support vulnerable communities but they are constrained by limited financial resources. Insufficient financing leads to poor maintenance and project failure. This has been necessitated by donors not falling through with pledges. In addition, some projects and programs are subject to political considerations and foreign policy goals. For example, Africa needed \$1.9 billion per year to reduce Malaria by half but by 2002, donors had only raised \$200 million. World Bank found that poor governance leads to failure of 38% of the projects. Lack of accountability by governments and implementers impedes sustainability of project benefits. As a result, many projects have collapsed because of overreliance on one donor. The UN Joint Monitoring Program estimates the failure rate for most water projects in Africa ranges from 30-60%. NGOs have recently started stressing on community mobilization, education, and cost-recovery. Monitoring enables the NGOs to identify and assess potential problems, initiate corrective action and ensure success. Low community members' participation in identification, implementation, evaluation and monitoring greatly affects the sustainability of the projects. In Kangema, Kenya youth projects are only evaluated twice a year while 23% have not been evaluated at all. Stakeholder involvement, participation and support are very critical in project sustainability.

THEORETICAL LITERATURE

The study adopted the project sustainability, stakeholder and resource dependency theories. The theory of sustainability came to public attention after a 1972 report, "Limits to Growth," issued by the international think tank Club of Rome (Ageyman, 2005). In its literal rudiments, sustainability means a capacity to maintain some entity, outcome, or process over time. Activities are deemed sustainable if they do not exhaust the material resources on which it

depends on the political community. The concept of sustainability frames the ways in which environmental problems jeopardize the conditions of healthy economic, ecological, and social systems. On a global scale the challenge is can human activity successfully maintain itself and its goals without exhausting the resources on which it depends? This is also true with donor funded development projects especially on sustaining benefits and outcomes in the long run. According to Christen (2010), sustainability aims to provide measurable indicators which can enable decision making and guide solution generation to meet the practical challenges. In this study, sustainability of donor funded projects entails all the aspects of funding, stakeholder participation, monitoring and evaluation and their integration into the social and ecological conditions and dynamic interrelations between the natural and social systems. The focus should be on sustaining project benefits in the communities where the projects are implemented to create useful impacts.

The Resource Dependence Theory (RDT) is based upon how the external resources of organizations affect the behavior of the organization. The theory is based upon the following tenets: Organizations are dependent on resources that ultimately originate from the environment of organizations; the environment to a considerable extent contains other organizations. The resources one organization needs are thus often in the hand of other organizations. In line with this study, NGOs use resources which are in the hands of the donors. Similarly, communities in which projects are implemented depend on funds from the NGOs supporting them. Resources are a basis of power; legally independent organizations can therefore be dependent on each other (Chapman et al. 2011). The composition, influence, knowledge, motivations and actions of stakeholders are 'turbulent', meaning they differ for any given place and for any given time, with groups forming complex and ever-changing webs of relationships which are inherently uncertain. In as much as organizations are inter-dependent, the theory of Resource Dependence needs a closer examination. Its weakness lies in its very assertions of dependence. With changing trends of financial uncertainties, there is need to lean towards other theories of uncertainties. According to this theory, organization depends on resources for their survival; therefore, for any organization to achieve sustainability, resources are indispensable. For community based projects to achieve sustainability, resources are important. These resources will come in the form of human resource – therefore the need to involve all the stakeholders in the project for sustainability; other resources include land and finances. In this research study, all the three independent variables are resource dependent and interdependent in nature. Resource uncertainties affect funding levels for projects, monitoring and evaluation practices and stakeholder participation and involvement.

The stakeholder theory posits that active stakeholder participation in any development project is very essential and supportive to the beneficiary community. Without community participation it is not possible to determine what are the problems, constraints, and local desires for a given community. According to Harvey and Reed (2007), participation of project beneficiaries' is of great essence in that it boosts the sense of ownership among members. This is important in ensuring that projects are operated and maintained after the implementation phase. In this theory focus is given on the participation of beneficiaries in project identification, formulation, planning, implementation, monitoring and evaluation in the donor funded development projects. Community participation is attained through collaborative or joint involvement of project beneficiaries and the implementing agencies (Khwaja, 2004).

Concepts concerning community participation offer one set of explanations as to why the practice of community engagement might be useful in addressing the physical, interpersonal, and cultural aspects of individuals' environments. The real value of participation stems from the finding that mobilizing the entire community, rather than engaging people on an individualized basis, leads to more effective results (Braithwaite et al., 1994). Simply said, change "... is more likely to be successful and permanent when the people it affects are involved in initiating and promoting it" (Thompson et al., 1990). In this research, stakeholder participation at all levels is very critical to achieve project sustainability. The role of partners reflects the growing trends of NGOs to work with government, donor and provide sector on joint activities such as providing specific inputs and capacity building (Lewis, 2009). NGOs as implementers are involved in Monitoring and Evaluation of the on-going donor funded projects. The participation of all the stakeholders in project planning, implementation, monitoring and evaluation will foster ownership, accountability and sustainability of project benefits after the donors and NGOs leave. In addition, planning on how funds will be used for various activities should involve stakeholders to ensure transparency, accountability and also reduce conflicts arising from project expenditures. Further, monitoring and evaluation by all stakeholders encourages ownership of outcomes, benefits and failures by all.

EMPIRICAL REVIEW

Influence of Monitoring and Evaluation on Sustainability of Donor Funded Projects

Project monitoring is the continuous and periodic review and overseeing of the project to ensure that input deliveries, work schedules, target output and other required actions proceed according to project plan (Kyalo et al., 2012). Evaluation attempts to determine as systematically and objectively as possible the worth or significance of an intervention, strategy or policy. Evaluation findings should be credible, and be able to influence decision-making by

programme partners on the basis of lessons learned. For the evaluation process to be objective, it needs to achieve a balanced analysis, recognize bias and reconcile perspectives of different stakeholders (including intended beneficiaries) through the use of different sources and methods (Guijti, 2006). Community participation in monitoring and evaluation is defined as the collective examination and assessment of the program or project by the stakeholders and beneficiaries. It takes into account the importance of taking local people's perspective and giving them a greater say in planning and managing the evaluation process. Local people, community organizations and other stakeholders decide together how to measure results and what actions should follow once this information has been collected and analyzed (Gitonga, 2012).

The effectiveness and sustainability of Participatory Monitoring and Evaluation requires that it be embedded in a strong commitment towards corrective action by communities, project management and other stakeholders in a position to act. Monitoring and Evaluation, is particularly important to sustainability since it allows an on-going review of project effectiveness (Hodgkin, 1994). Indicators should be monitored to ensure communities are maintaining an adequate Monitoring and Evaluation of donor funded projects. Such indicators must be established early in the baseline survey report before the project and used in monitoring activities to assure that actions are carried out when needed. Monitoring and Evaluation should involve beneficiaries, giving them the opportunity to decide on the criteria of success. Evaluations should be used as a management tool to identify any deficiencies and develop an action plan for sustainability.

According to Karanja (2013), monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operational to improve the program or project design, manner of implementation and quality of results. In addition, it enables the reinforcement of initial positive results. It is a major aspect that cannot be overlooked because it determines the sustainability of any venture or project. According to Standish Group Project Chaos Report (2005), one of the reasons for project failure is lack of project monitoring and control. The success and sustainability of any project or program largely depend on constant feedback about project on going activities (Mark, Henry, & Julnes, 2000). Stakeholder analysis is usually used to identify different types and forms of monitoring and evaluation information demanded by different stakeholders with varying degrees to different types of information in relation to their needs and interests.

Influence of Level of Funding on Sustainability of Donor Funded Projects

Donor policies can be important because they influence how contracts are prepared, the duration of funding, and what is funded (Australian Government's Overseas Aid Program, 2000). To understand the factors influencing project sustainability, there is a need to monitor the important aspects of project financial sustainability. This can be achieved through monitoring of net income: the surplus of revenue over expenses, and liquidity; which is the ability to meet the cash requirements of pay bills, and relationship between assets and debts. Secondly, there is need for the stakeholders to appropriately recognize and share the benefits. Organizations have many stakeholders including community leaders. The role of stakeholders is a critical in the promotion of sustainability. Sustainability cannot be achieved without their involvement and support. Stakeholders should actively participate to influence the direction and detail of design and implementation. Allocating adequate time and resources for participatory analysis and responding to demand-led approaches are important ways to improve participation.

An evaluation of Welthungerhilfe, an International NGO operating in Tana River County, Projects funded by GiZ and USAID found that short-term projects cannot ensure sustainable capacity building of important organizational structures within target groups (Dirk Zerhusen, 2012). The integration of poverty reduction measures (capacity building) into the emergency program has convinced and motivated the beneficiaries to participate actively in the programme execution and has engaged people in self-development efforts, which in turn has increased ownership. Programmes should be aware of adverse external factors and take into account unfavorable periods for starting and financing activities. Projects should also deliberate the harmonization and alignment of rules and procedures of monitoring and reporting.

Availability of donors or funding sources has been identified as one of the external factors that influence sustainability (Hodgkin, 1994). Insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure. Project benefits will not be produced without adequate resources; financial, human, natural, and technical to sustain them. Financial, and often human and technical resources, benefits cannot continue post project unless resources have been transferred to or can be acquired by the appropriate host country organizations (Oregon, 2005). Insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure. The commitment of resources, particularly financial resources, by beneficiary communities is seen as an important indicator of the expected value of the project to these communities. When communities recover from costs or stabilize in raising funds for maintenance, it contributes to sustainability by increasing resources and expanding benefits. Beneficiary contribution to capital costs, either

labor or money, may be a significant indicator of system sustainability. However, a willingness to contribute to capital expenditures, in cash or in-kind, does not on itself ensure sustainability.

Influence of Stakeholder involvement on Sustainability of Donor Funded Projects

Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively (African Development Bank, 2001). Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests (Emerging Markets, 2007). NGOs and CBOs often operate within the communities that they serve, creating a unique challenge of Promoting ownership and collaboration. Establishing and engaging community board leadership and a system of community volunteers provide NGOs and CBOs a resource of varied experiences and expertise. This brings a sense of ownership to the communities that they serve (Hodge & Piccolo, 2005).

Participation of the community in development influences the success of development projects from the initial stages up to a point when they are left to manage the project. Community participation in monitoring and evaluation is defined as the collective examination and assessment of the program or project by the stakeholders and beneficiaries. A study done by Kenya Rain Water harvesting, (Wanyonyi, 1998) on possibilities and challenges of rain water harvesting in both rural and urban areas in Kenya mentions that assessment of the infrastructure showed that the communities were not fully involved in the planning and technology selection. The project implementation guidelines were not fully understood nor issued to the community on the commissioning of the project. Vision 2030 First Medium Plan 2008-2012 reports that involvement of local communities in the management of donor funded project resources through formation of Executive Committees has resulted in rehabilitation of catchment areas and water sources in Kenya.

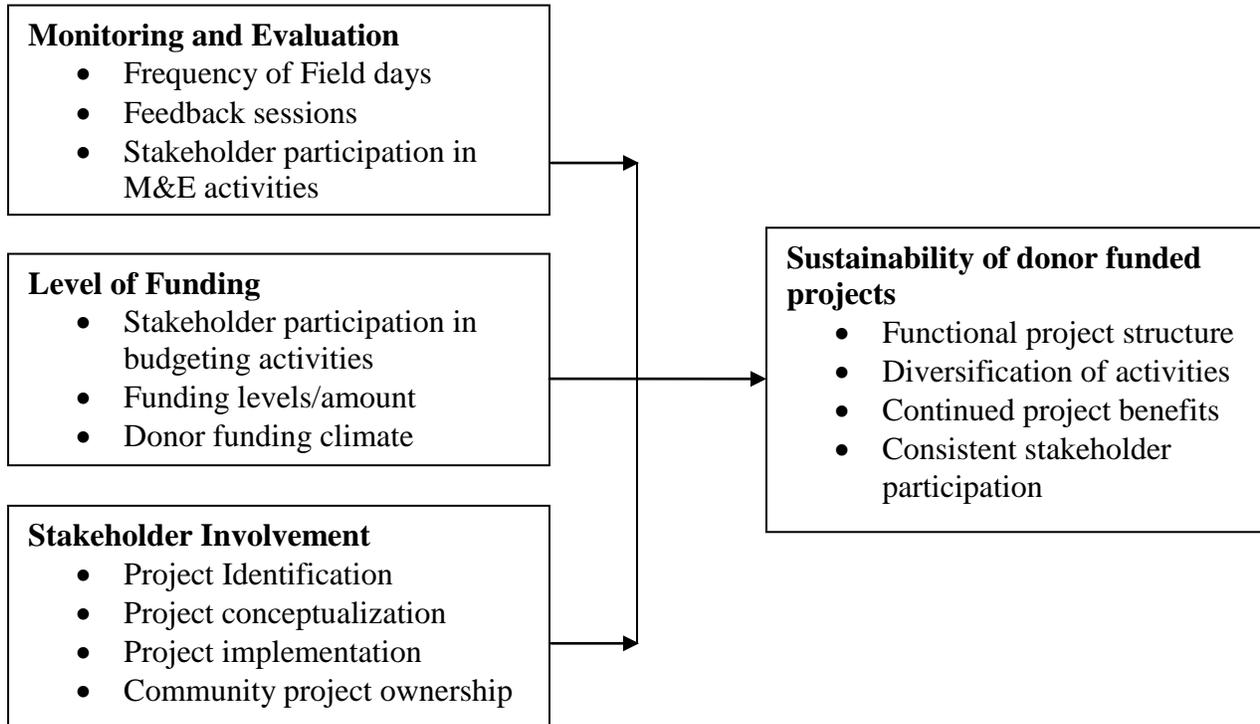
According to donor project Development Plan (2008-2012), and also current County Integrated Development Plan (CIDP, 2013-2017), donor funded projects remains an issue of concern. A study done in North Eastern Region Community Resource Management Project for Upland Areas, (NERCORMP) funded by The International Fund for Agricultural Development (IFAD) in 1999 in India also focused on sustainability. The project sought to improve the livelihood of vulnerable groups in a sustainable manner through improved management of their natural resource base that would restore and protect the environment.

To achieve their goal, IFAD, the government, NGOs and community partners created community-based organizations and engaged them in income generating activities. It was found that NERCORMP employed many appropriate strategies which enhanced sustainability; all steps of project management cycle were followed by involving communities in need identification and prioritization to the project evaluation. Secondly, a participatory community approach was applied in which communities cost shared in resources of project implementation which included local contributions of labour, materials, and sometimes cash. The communities had a sense of ownership since they contributed. There is need to encourage more involvement of stakeholders especially the community in the project planning and implementation in order to increase the probability of sustaining the projects (Adhiambo, 2003).

Project managers and IFAD supervisors were flexible in their approach, allowing design modifications and an extension period in an attempt to assure sustainability (IFAD, 2007). For community members, it was particularly important that the new enterprises would remain viable and grow, and that the opportunities provided to them by the project would continue to be available. Project staff and partners shared these views and also noted the importance of empowerment of beneficiaries, particularly women, to future sustainability. Despite some gaps, there was high level of sustainability. No organization can be sustainable without analyzing and understanding stakeholders they are involved with, their needs, expectations, priorities, and responding to their needs. The other important aspect is that sustainability efforts remains in harmony with stakeholders interests. Organizations must recognize that needs of their stakeholders are subject to change and the change needs to be adopted so is the priorities, and interest. Donor-led and top-down projects generally fail to bring sustainable benefits because they do not lead to stakeholder ownership and commitment (Australian Government's Overseas Aid, 2000).

Some of the development process factors affecting sustainability include project designs and planning for all future activities. Designing with sustainability in mind is an important factor. Designs should be produced with as much input from involved organizations as possible. This includes everyone who is expected to play a role in project implementation and operations. Input from beneficiaries and users is especially important but, unfortunately, is too often minimized because of the time and effort involved. There should be links between the communities and the relevant line ministries and institutions are prerequisite for an effective and sustainable development in the target region. This is to ensure continuity through linkage to local service providers. After the implementation of the project, it is normally expected that the community will sustain it.

Figure 1: Conceptual Framework



Critique of Reviewed literature Relevant to the Study

From the reviewed literature, evaluation findings should be credible, and be able to influence decision-making through lessons learned. However, not all evaluation processes are objective, nor balanced in analysis. Some are biased and do not reconcile with the perspectives of different stakeholders leading to conflicts. It is important to take local people's perspective and giving them a greater say in planning and managing the evaluation process. This is particularly important to sustainability since it allows an on-going review of project effectiveness. Some NGO projects teams are too busy implementing their project plans without incorporating stakeholder analysis to identify different types and forms of monitoring and evaluation information demanded by different stakeholders. These stakeholders again have varying degrees to different types of information in relation to their needs and interests. Enough resources should be allocated for participatory analysis. Beneficiary contribution to capital costs, either labor or money, may be a significant indicator of system sustainability. However, a willingness to contribute to capital expenditures, in cash or in-kind, does not of itself ensure sustainability.

The commitment of resources, particularly financial resources, by beneficiary communities is an important indicator of sustainability. But overdependence on donor funding leads to declined effort towards sustainability. Again, not all beneficiaries or projects prepares

the local communities for self-reliance. Other beneficiaries are also not linked to the local government ministries for continued sustenance of project benefits. In addition, not all the steps of project management cycle are followed by involving communities in need identification and prioritization to the project evaluation. Designing projects with sustainability in mind is an important factor if it incorporates as much input from involved organizations as possible. Input from beneficiaries and users is especially important but, unfortunately, is too often minimized because of the time and effort involved. Donor-led and top-down projects generally fail to bring sustainable benefits because they do not lead to stakeholder ownership and commitment

Research Gaps

The review of literature reveals that there was limited research on sustainability of donor funded projects. Most research studies focus on donor funded projects on NGOs and whether they are working or operating, capacity building and government involvement than on organizational processes and factors influencing sustainability. Most of the researches conducted on sustainability of NGO funded projects have been conducted in USA, UK and India. The conditions in these countries vary and may not be the same as in Kenya, ranging from differences in economic conditions to political stability. In Kenya most of the studies done on donor funded projects have been conducted in the Arid and Semi-arid Areas or in marginalized or informal settlements. The conditions in these areas may not be the same as in Nakuru County. Further, project benefits will not be produced without adequate resources; financial, human, natural, and technical to sustain them. Community involvement in development projects he found that when members of the Community involvement at the initial stages up to a point when they are left to manage the project; identification and conceptualization influences the success of development projects. However, donor-led and top-down projects generally fail to bring sustainable benefits because they do not lead to stakeholder ownership and commitment. This underscores the fact that combining the three variables: monitoring and evaluation, level of funding and stakeholders' involvement may provide a better platform to evaluate sustainability of donor funded projects. This study will assess the effects of monitoring and evaluation, stakeholder involvement and level of funding on sustainability of projects upon completion.

METHODOLOGY

Research Design

The study adopted a descriptive research design. According to Kombo et al. (2002), research design is the scheme; outline or plan that is used to generate answers to research problems. It is concerned with what, where, when or how much of a phenomena. Survey research is an

efficient method for systematically collecting data from a broad spectrum of individuals and educational settings (Kothari, 2004). In addition, the research study employed a quantitative approach which enabled the collection of data that was analyzed and tabulated in numbers for statistical analysis (Kombo & Tromp, 2013).

Target Population

Population refers to an entire group of individuals, events or objects having a common observable characteristic (Mugenda and Mugenda 2003). This study targeted a population of 726 respondents comprising of funding agency officials, project managers, project beneficiaries and project committee members from some of the Donor Funded Projects in Nakuru County. There were 96 funding agency representatives, 200 project managers, 330 project beneficiaries and 100 Project Committee members who included: Chairman, Secretary and Treasurer in each committee among the donor funded projects in Nakuru County.

Sample Frame

The sampling frame for this study comprised of all the list of donor funded projects in Nakuru County from which a representative sample was drawn from. The sample frame for this comprised of all the 726 respondents from donor funded projects in Nakuru County.

Table 1: Sample Frame

Respondent	Target population	Percentage (%)
Funding agency's officials	96	13.2
Project Managers	200	27.6
Project beneficiaries	330	45.5
Project committee members	100	13.7
Total	726	100

Sample and Sampling Procedure

The purpose of sampling was to secure a representative group which enabled the researcher to gain information about an entire population when faced with limitations of time, funds and energy. The sample size was computed using the Nassiuma (2000) formula.

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

Where:

n = sample size, N = population size; C = coefficient of variation which is 50%; e = error margin which is 0.05.

Substituting these values in the equation, estimated sample size (n) was:

$$n = \frac{726 (0.5)^2}{0.5^2 + (726-1)0.05^2}$$

$$n = 88$$

The study employed a stratified random sampling method to draw 88 respondents from the target population as shown in Table 2.

Table 2: Sample Distribution

Respondent	Target population	Sample size
Funding agency's officials	96	12
Project Managers	200	24
Project beneficiaries	330	40
Project committee members	100	12
Total	726	88

Data Collection Instruments

The study used a semi-structured questionnaire to collect data from the sampled respondents. The questionnaires were cost effective, time saving and upholds individual opinions with minimal interference from the researcher (Mugenda & Mugenda 2003). The close-ended Likert rating scaled the items on (5, 4, 3, 2 and 1) where 5-strongly agree, 4-agree, 3-undecided/neutral 2-disagrees and 1-strongly disagree.

Data Collection Procedure

Data collection as defined by Kombo et al. (2002) is the process of gathering specific information aimed at proving or refuting some facts. The primary data was collected through a self-administered semi-structured questionnaire on a drop and pick later basis to allow respondents enough time to fill the questionnaires.

Pilot Testing

A pilot test was carried out in Subukia Township among a population that has similar homogeneous characteristics as the target population. The pilot study was purposely used to test for validity and reliability of the research instrument. Validity test measures the ability of the research instruments to measure what it is intended to (Kathuri, 1993). Reliability test looks at the ability of research instruments to give consistent results repeatedly (Kombo et al., 2002). Mugenda & Mugenda, (2003) recommends a 10% of the sampled population to be considered as a sample size in a pilot study. The reliability of the research instrument was calculated using

Cronbach's coefficient alpha for either even or uneven items based on the order of number of arrangement of the questionnaire items. Test re-test method was used to pilot the questionnaires, which formed sample of the study. A correlation coefficient greater or equal to 0.7 is acceptable (George & Mallery, 2003).

Data Processing and Analysis

The collected data was edited, coded and analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS). A correlation analysis was used to measure the strength and significance of the relationships between variables. The model is shown below:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where, Y_1 represents Donor projects sustainability; X_1 = monitoring and evaluation; X_2 = Level of funding; X_3 = stakeholder involvement and ε = error term; β_1 , β_2 , and β_3 are the net changes in Y. Y is the function of X_i ($i=1, 2, 3$) that is $Y = f(X_i)$.

FINDINGS AND DISCUSSIONS

Reliability Test Results

A pilot study was conducted to test the reliability and validity of the questionnaire. Sample size of 9 respondents (constituting 10% of study sample) was picked from some donor funded projects in Subukia Township and the response was 100%. The Cronbach's Alpha Test was conducted for the independent and dependent variables. The results gave values greater than 0.7 as shown in Table 3. A correlation coefficient greater or equal to 0.7 is acceptable (George & Mallery, 2003). As a result, the study retained all the variables. These results of the pilot study were not included in the final data analysis.

Table 3: Reliability Test Results

Variable	N	Cronbach's Alpha
Monitoring and evaluation	7	0.714
Funding Level	6	0.722
Stakeholder involvement	7	0.719

Response Rate

The study targeted a sample size of 88 respondents out of which 83 questionnaires were well filled and returned giving a response rate of 94.3%. According to Mugenda and Mugenda (2009)

a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

Demographic Characteristics of the Respondents

The study analyzed the demographic characteristics of the respondents covering gender distribution, age categories, and levels of education, roles in donor funded projects and working experiences of the respondents in the current job designations.

Gender Distribution of the Respondents

The study sought to establish the gender distribution of the respondents. From the findings, the males made the majority of the respondents at 60.2% and the females at 39.8% as shown in Table 4:

Table 4: Gender Distribution of the Respondents

Gender	Frequency	Valid Percent (%)	Cumulative %
Male	50	60.2	60.2
Female	33	39.8	100.0
Total	83	100.0	

Age Category of the Respondents

The study sought to establish the age of the respondents in the donor funded projects in Nakuru County. From the findings shown in Table 5, majority of the respondents 33.7% were aged over 35 years while 25.3% were aged between 31-35 years of age.

Table 5: Age Category of the Respondents

Age Categories	Frequency	Valid Percent (%)	Cumulative %
20-25 years	16	19.3	19.3
26-30 years	18	21.7	41.0
31-35 years	21	25.3	66.3
Above 35 years	28	33.7	100.0
Total	83	100.0	

Level of Education of the Respondents

The study also sought to establish the highest levels of education attained by the respondents. From the findings shown in Table 6, majority of the respondents (44.3%) had attained university education while 38.7% had attained college diploma.

Table 6: Level of Education of the Respondents

Level of Education	Frequency	Valid Percent (%)	Cumulative %
Secondary	0	0.0	0.0
College	39	38.7	38.7
University	44	44.3	100.0
Total	83	100.0	

Role of the Respondents in Donor Funded Development Projects

The study further sought to establish the current job designation of the respondents. From the findings shown in Table 7, Project beneficiaries were the majority at 39.8% minority of the respondents were the Funding Agency representatives (7.2%) followed by project committee member at 19.3%. The project beneficiaries formed 33.7% of the respondents.

Table 7: Role of the Respondents in Donor Funded Development Projects

Job Designation	Frequency	Valid Percent (%)	Cumulative %
Funding Agency representative	6	7.2	7.2
Project Committee Member	16	19.3	26.5
Project Manager	28	33.7	60.2
Project Beneficially	33	39.8	100.0
Total	83	100.0	

Working Experience with the Donor Funded Development projects

The study sought to establish the working experience of the respondents in the donor funded projects in Nakuru County. From the findings, majority (42.2%) of the respondents had worked with donor funded projects for over 3-4 years while 20.5% had worked for over 5 years as shown in Table 8.

Table 8: Working Experience with the Donor Funded Development projects

No. of Years	Frequency	Percent (%)	Cumulative %
Less than 1 year	10	12.0	12.0
1-2 years	21	25.3	37.3
3-4 years	35	42.2	79.5
5 and above years	17	20.5	100.0
Total	83	100.0	

Descriptive Analyses

Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that patterns might emerge from the data (Mugenda & Mugenda, 2003)..Descriptive analyses were conducted to describe the basic features of the data to provide simple summaries about the sample and the measures.

Influence of Monitoring and Evaluation on Sustainability of Donor Funded Projects

Table 9 indicates that majority of the respondents agreed with some aspects relating to the monitoring and evaluation on sustainability of donor funded projects with mean values approximately equal to four (Agree) while others were neutral with mean values equal to approximately three (Neutral). As such the researcher observed that the respondents had more positive view as far as aspects relating to monitoring and evaluation was concerned. The respondents agreed that all donor funded project activities are monitored at each stage of project implementation (mean=3.62), were neutral that project stakeholders and beneficiaries were involved in monitoring and evaluation of project activities (mean 2.95), agreed that monitoring and evaluation is very critical in the sustainability of donor funded projects(mean=3.71), monitoring and evaluation enables the project and stakeholders to identify problems and generate solutions(mean=3.96), beneficiaries and stakeholders continue conducting monitoring and evaluation after project completion(mean=3.92) and that there is constant feedback and information from monitoring and evaluation on progress of projects (mean=3.65). The respondents were neutral that community participation and perspectives are incorporated into the monitoring and evaluation plans (mean=3.02). The respondents portrayed great disparities in their responses with all the aspects registering standard deviations less than 1 and greater than 1 respectively. This showed that respondents had divergent views in regard to monitoring and evaluation on the sustainability of donor funded projects. Thus, whereas some respondents approved aspects of monitoring and evaluation, others expressed reservations on the same.

Table 9: Influence of Monitoring and Evaluation on Sustainability of Donor Funded Projects

Statement	N	Min	Max	Mean	SD
1. All donor funded project activities are monitored at each stage of project implementation	83	1	5	3.62	.999
2. All project stakeholders and beneficiaries are involved in monitoring and evaluation of project activities	83	1	5	2.95	.814
3. Monitoring and evaluation is very critical in the sustainability of donor funded projects	83	1	5	3.71	1.024
4. Community participation and perspectives are incorporated into the monitoring and evaluation plans	83	1	5	3.02	.834
5. Monitoring and evaluation enables the project and stakeholders to identify problems and generate solutions	83	1	5	3.96	1.093
6. Beneficiaries and stakeholders continue conducting monitoring and evaluation after project completion	83	1	5	3.92	1.082
7. There is constant feedback and information from monitoring and evaluation on progress of projects	83	1	5	3.65	1.007

Influence of the Level of Funding on Sustainability of Donor Funded Projects

The study revealed that most respondents were in agreement that Stakeholders participate in all resource allocation planning meetings (mean= 3.31) and insufficient project financing (mean=3.85) are key factors influencing the sustainability of donor funded projects. The respondents were neutral with mean values approximately three (Neutral) that agreed that adequate funding for all donor funded projects (mean= 2.65), participatory analysis (mean=2.94), commitment of resources by the beneficiary community (mean= 2.90) and engagement or participation in project activities (mean= 2.92) influences the sustainability of donor funded projects. The standard deviations shows greater cohesion on the responses apart from insufficient project financing as a major factor leading to poor maintenance and sustainability of projects (Standard deviation 1.063). This shows that the respondents had divergent views on the aspect of insufficient project financing and its influence on the sustainability of donor funded projects.

Table 10: Influence of the Level of Funding on Sustainability of Donor Funded Projects

	Statement	N	Min	Max	Mean	SD
8.	There is adequate funding for all donor funded projects being implemented in Nakuru County	83	1	5	2.65	.731
9.	Stakeholders participate in all resource allocation planning meetings for various project activities	83	1	5	3.31	.914
10.	Adequate resources are allocated for participatory analysis and responding to demand led approaches	83	1	5	2.94	.811
11.	The donor funded projects engages the community in self-development activities to increase ownership	83	1	5	2.92	.806
12.	Insufficient project financing is a major factor leading to poor maintenance and sustainability of projects	83	1	5	3.85	1.063
13.	The beneficiary community commits resources for post project continuation of benefits	83	1	5	2.90	.800

Influence of Stakeholder Involvement on Sustainability of Donor Funded Projects

Based on the findings in Table 11, the study established that the respondents were in agreement that stakeholder involvement (mean= 3.92) and participation of the community (mean=4.02) influences the success of donor funded project sustainability. However on the same note, the respondents were neutral that there is linkage of the project beneficiaries to local service providers to ensure sustainability of the project outcomes. In addition, the respondents were approximately neutral on their responses that local communities are involved in project

identification, selection, planning and implementation (mean=2.66), project implementation guidelines are fully understood and used (mean= 2.63) and that beneficiaries are involved in the identification of their needs and solutions to their problems (mean= 2.49). Moreover, the respondents disagreed that the project hold participatory community approach in the cost sharing of project implementations (mean= 2.29).

The findings indicate that involvement of stakeholders is essential to project success and sustainability. Various literature reviews state that inclusion of all stakeholders is crucial for the successful implementation and sustainability of projects as it promotes project ownership and responsibility. The standard deviation scores indicates that the respondents had divergent views on the participation of the community in development projects and how it influences the success of donor funded projects (standard deviation greater than 1 at 1.109). The rest of the standard deviation scores shows greater cohesion of the responses on aspects related to stakeholder involvement influence on sustainability of donor funded projects.

Table 11: Influence of Stakeholder Involvement on Sustainability of Donor Funded Projects

Statement	N	Min	Max	Mean	SD
14. Stakeholder involvement promotes project ownership and collaboration to boost sustainability	83	1	5	3.92	.970
15. Participation of the community in development projects implementation influences the success of donor funded projects	83	1	5	4.02	1.109
16. Local communities are involved in project identification, selection, planning and implementation	83	1	5	2.66	.734
17. Project implementation guidelines are fully understood and issued to the community during commissioning of the project	83	1	5	2.63	.726
18. Beneficiaries are involved in the identification of their needs and solutions to their problems	83	1	5	2.49	.687
19. The project holds participatory community approach in the cost sharing of project implementations	83	1	5	2.29	.632
20. There is linkage of the project beneficiaries to local service providers to ensure sustainability of outcomes	83	1	5	3.26	.900

Sustainability of Donor Funded Projects in Nakuru County

The research sought to establish how the sustainability of donor funded projects could be enhanced through the aspects of monitoring and evaluation, stakeholder involvement, participation of the community or beneficiaries and the level of funding for the projects. The

findings are presented in Table 12. The results indicates that the respondents agreed with all the aspects relating to project sustainability of donor funded projects in Nakuru County except on level of funding which had a mean of 3.31 (Neutral). All the other aspects had mean values approximately equal to four (Agree). As such the researcher observed that the respondents had positive views as far as aspects relating to project sustainability were concerned. However, respondents portrayed great disparities in their responses with all the aspects registering standard deviations greater than 1 except on the level of funding. This showed that respondents had divergent views in regard to project sustainability. Thus, whereas some respondents approved aspects of the sustainability of donor funded projects, the others expressed reservations on the same.

Table 12: Sustainability of Donor Funded Projects in Nakuru County

	Statement	N	Min	Max	Mean	SD
21.	Monitoring and evaluation of donor funded projects contributes to their sustainability	83	1	5	3.98	1.098
22.	Participation of the community in monitoring and evaluation of donor funded projects promotes sustainability	83	1	5	3.76	1.038
23.	Level of donor funding for projects determines their sustainability	83	1	5	3.31	.913
24.	Stakeholder involvement fosters project ownership and continuation of project benefits after closure	83	1	5	3.64	1.004
25.	Involving beneficiaries in the identification of their needs and solutions increases project sustainability	83	1	5	4.16	1.148
26.	Donor funding and follow up for accountability of results improves project sustainability	83	1	5	3.80	1.049

Inferential Analysis Results

Inferential analysis was conducted to help assess strength of the relationship between the independent (causal) variables, and the dependent (effect) variable.

Relationship between Monitoring and evaluation and Sustainability of Donor Funded Projects

The researcher undertook correlation analysis to establish the underlying relationships between the independent and the dependent variables. From Table 13, the researcher established that there was a strong positive significant relationship ($r = .712$, $p < .05$) between monitoring and evaluation and the sustainability of donor funded projects. As such monitoring and evaluation

was indicated to be significant in influencing the sustainability of donor funded projects in Nakuru County.

Table 13: Relationship between Monitoring and evaluation and Sustainability of Donor Funded Projects

		Influence of Monitoring and Evaluation
Sustainability of Donor Funded Projects	Pearson Correlation	.712**
	Sig. (2-tailed)	.000
	N	83

** . Correlation is significant at the 0.01 level (2-tailed).

The researcher concluded that enhancing monitoring and evaluation will go a long way in improving the sustainability of donor funded projects. Based on strong significant positive relationship, we reject the null hypothesis and conclude that monitoring and evaluation influences the sustainability of donor funded projects in Nakuru County. The findings support the Standish Group Project Chaos Report (2005), which posited that one of the reasons for project failure is lack of project monitoring and control. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities (Mark, Henry, & Julnes, 2000).

Relationship between Level of Funding and Sustainability of Donor Funded Projects

From Table 14, the researcher established that there was a moderately strong positive significant relationship ($r = .596$, $p < .05$) between the level of funding and the sustainability of donor funded projects. The level of funding was also found to be a critical factor influencing the sustainability of donor funded projects in Nakuru County.

Table 14: Relationship between Level of Funding and Sustainability of Donor Funded Projects

		Influence of Level of Funding
Sustainability of Donor Funded Projects	Pearson Correlation	.596*
	Sig. (2-tailed)	.032
	N	83

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

The researcher concluded that the level of funding influences the sustainability of donor funded projects in Nakuru County. Based on the significant rule, we reject the null hypothesis and conclude that the level of funding influences the sustainability of donor funded projects in

Nakuru County. The findings complement those of the Australian Government's Overseas Aid Program (2000) which reported that in order to understand the factors influencing project sustainability, there is a need to monitor the important aspects of project financial sustainability. This therefore implies that beneficiary contributions to capital costs, either labor or money, may be a significant indicator of system sustainability. However, it should be noted that willingness to contribute to capital to the projects does not on itself or alone ensure sustainability of the donor funded projects.

Relationship between Stakeholder Involvement and Sustainability of Donor Funded Projects

Further, the study deduced that there is a very strong significant positive relationship between stakeholder involvement and the sustainability of donor funded projects in Nakuru County ($r=.716$, $p < .05$) in Table 15. This means that involving stakeholders in donor funded projects promotes their sustainability.

Table 15: Relationship between Stakeholder Involvement and Sustainability of Donor Funded Projects

		Influence of Stakeholder Involvement	
Sustainability of Donor Funded Projects	Pearson Correlation		.716*
	Sig. (2-tailed)		.024
	N		83

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

Therefore, we reject the null hypothesis and conclude that stakeholder involvement influences the sustainability of donor funded projects in Nakuru County. This finding supports Nyandemo and Kongere (2010) who posited that if stakeholders are given decision making power enhanced value is likely to come about. Further, Guijti (2006) who posited that for evaluation process to be objective, it needs to achieve a balanced analysis, recognize bias and reconcile perspectives of different stakeholders (including intended beneficiaries) through the use of different sources and methods.

Regression Analysis Results

The researcher conducted a multiple regression analysis to assess factors influencing the sustainability of donor funded projects in Nakuru County. The Regression model summary in Table 16 shows that the three independent variables in the regression model (Monitoring and evaluation, level of funding and stakeholder involvement) account for 72.6% of the total variation

in the sustainability of donor funded projects because the 'R square' value is 0.726. The findings revealed that the three independent variables studied, explains only 72.6% of the sustainability of donor funded projects. Therefore, further research should be conducted to investigate the other factors constituting (27.4%) that influence the sustainability of donor funded projects in Nakuru County.

Table 16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.852 ^a	0.726	0.720	2.774

a. Predictors: (Constant), Monitoring and evaluation, Level of funding and Stakeholder involvement

Multiple Regressions Analysis

Multiple regression analysis was conducted as to determine the relationship between technology adoption and the three variables. As shown in Table 17, ($Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$) becomes: $Y = 1.507 + 0.715x_1 + 0.621x_2 + 0.717x_3$

The beta values that were obtained explained the regression equation. The standardized beta coefficients give a measure of influence of each variable to the model and indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. The regression model established that taking all factors into account (monitoring and evaluation, Level of funding and Stakeholder involvement) at zero, the constant is 1.507 as presented in Table 17. The findings imply that taking all other independent variables at zero, a unit increase in monitoring and evaluation leads to a 0.715 increase in the sustainability of donor funded projects; a unit increase in the level of funding leads to 0.691 increase in the sustainability of donor funded projects while a unit increase in stakeholder involvement leads to 0.717 increase in the sustainability of donor funded projects. The findings infer that monitoring and evaluation, the level of funding and stakeholder involvement influences the sustainability of donor funded projects in Nakuru County.

Table 17 Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.507	1.545		1.768	.0321
Monitoring and evaluation	0.715	0.271	0.280	3.401	.0210
Level of Funding	0.621	0.298	0.181	3.268	.0261
Stakeholder Involvement	0.717	0.295	0.174	3.201	.0252

b. Dependent Variable: Sustainability of donor funded projects.

SUMMARY OF FINDINGS

Preliminary Findings

The study established that there were more male than female participants in the study. Majority of the respondents were aged over 35 years of age. Additionally, majority of the respondents had attained university level of education. Moreover, majority of the respondents were the project beneficiaries while on the working experience, majority had worked for between 3-4 years.

Influence of Monitoring and Evaluation

Descriptive analysis results showed that majority of the respondents were in agreement with some aspects relating to the monitoring and evaluation on the sustainability of donor funded projects. On the same note, some respondents were impartial on their responses to the aspects of monitoring and evaluation. The researcher observed that the respondents had more positive views as far as aspects relating to monitoring and evaluation were concerned while others also registered divergent views in regard to monitoring and evaluation on the sustainability of donor funded projects. The respondents agreed that all donor funded project activities were monitored at each stage of project the implementation, monitoring and evaluation is very critical in the sustainability of donor funded projects, monitoring and evaluation enables the project and stakeholders to identify problems and generate solutions, beneficiaries and stakeholders continue conducting monitoring and evaluation after project completion and that there is constant feedback and information from monitoring and evaluation on progress of projects. The respondents registered neutral responses that community participation and perspectives were incorporated into the monitoring and evaluation plans. Thus, whereas some respondents approved aspects of monitoring and evaluation, others expressed reservations on the same.

In addition, the study established that there was a strong positive significant relationship between monitoring and evaluation and the sustainability of donor funded projects. Therefore, monitoring and evaluation was indicated as a significant factor in influencing the sustainability of donor funded projects in Nakuru County. The findings established that enhancing monitoring and evaluation greatly improves the sustainability of donor funded projects. This is because one of the reasons for project failure is lack of project monitoring and control. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities.

Influence of the Level of Funding

The study revealed that most respondents were in agreement that stakeholders participate in all resource allocation planning meetings and insufficient project financing greatly influences the sustainability of donor funded projects. The study also recognized that the majority of the respondents were impartial that adequate funding for all donor funded projects, commitment of resources by the beneficiary community and engagement or participation in project activities influences the sustainability of donor funded projects. Moreover, the researcher established that there was greater cohesion on the responses to all the aspects on the level of funding apart from insufficient project financing as a major factor leading to poor maintenance and sustainability of projects. The respondents had divergent views on the aspect of insufficient project financing and its influence on the sustainability of donor funded projects. The correlation analysis found a strong positive significant relationship between the level of funding and the sustainability of donor funded projects. As a result, the level of funding is a critical factor influencing the sustainability of donor funded projects in Nakuru County. Therefore, it is important to monitor all the aspects of project financial sustainability. This therefore implies that beneficiary contributions to capital costs, either labor or money, may be a significant indicator of system sustainability. However, it should be noted that willingness to contribute to capital expenditures of the project does not on itself or alone ensure sustainability of the donor funded projects. Participation and involvement of the beneficiaries have greater impact on the sustainability of the projects.

Influence of Stakeholder Involvement

The study established that the respondents were in agreement that stakeholder involvement and participation of the community influences the success of donor funded project sustainability. On the linkage of the project beneficiaries to local service providers to ensure sustainability of the project outcomes, majority of the respondents were impartial. In addition, the respondents were further impartial on their responses that the local communities are involved in project identification; selection, planning and implementation, understanding of project implementation guidelines and beneficiary involvement in the identification of their needs and solutions to their problems. Moreover, the respondents disagreed that the donor funded projects held participatory community approach in the cost sharing of project implementations. The findings imply that involvement of stakeholders is essential to project success and sustainability. This is very important because inclusion of stakeholders is crucial for the successful implementation and sustainability of projects as it promotes project ownership and responsibility. The respondents had divergent views on the participation of the community in development projects.

On correlation analysis, the study deduced that there is a very strong significant positive relationship between stakeholder involvement and the sustainability of donor funded projects in Nakuru County. This means that involving stakeholders in donor funded projects promotes their sustainability. Consequently, reconciling the perspectives of different stakeholders (including intended beneficiaries) through the use of different sources and methods greatly enhances the sustainability of donor funded projects.

CONCLUSIONS

Based on the findings, the study concludes that monitoring and evaluation influences the sustainability of donor funded projects in Nakuru County. Further, the study concludes that donor funded project activities were monitored at each stage of project the implementation and monitoring and evaluation enables the project and stakeholders to identify problems and generate solutions. There is also constant feedback and information from monitoring and evaluation on progress of projects. In addition, community participation and perspectives were not adequately incorporated into the monitoring and evaluation plans. In conclusion, enhancing monitoring and evaluation greatly improves the sustainability of donor funded projects because lack of project monitoring and control leads to project failure. On the level of funding, the study concludes that the stakeholders participated in all resource allocation and planning meetings. Insufficient project financing greatly influences the sustainability of donor funded projects. The study also concludes that adequate funding, commitment of resources by the beneficiary community and engagement or participation in project activities alone cannot sufficiently promote the sustainability of donor funded projects. As a result, the level of funding is a critical factor influencing the sustainability of donor funded projects in Nakuru County. On stakeholder involvement and participation of the community, the study concludes that it influences the success of donor funded project sustainability. Moreover, there is limited linkage of the project beneficiaries to local service providers to ensure sustainability of the project outcomes. The local communities were not adequately involved in project identification; selection, planning and implementation, identification of their needs and solutions to their problems. Minimal participatory community approaches were conducted in the cost sharing of project implementations.

RECOMMENDATIONS

The study recommends that monitoring and evaluation should be done at each phase of the donor funded projects to identify problems and generate solutions. The beneficiaries and stakeholders should continue conducting monitoring and evaluation after project completion for

continued progress of outcomes. The community be involved and participate in the development of monitoring and evaluation plans. The projects should ensure there is adequate funding for all the project activities as it greatly impacts the sustainability of the projects. The beneficiaries should commit some resources into the projects to foster ownership and responsibility over the continued success or replication of the project benefits. The beneficiary contributions to capital costs, either labor or money should be encouraged as they are a significant indicator of project sustainability. The community or beneficiaries and stakeholders should participate in resource allocation and expenditure planning to enhance accountability, ownership and the sustainability of the projects. The projects should strive to link the project beneficiaries to local service providers to ensure sustainability of the project outcomes. The local communities should be involved in project identification; selection and planning and implementation. They should also be involved in the identification of their needs and solutions to their problems. Conducting of participatory community approaches should be prioritized to boost cost sharing of project implementations as a key ingredient in the sustainability of donor funded projects. Stakeholder participation should consider and reconcile the perspectives of different stakeholders including intended beneficiaries to get support and ownership of the projects. This in effect promotes project sustainability.

LIMITATIONS OF THE STUDY

The study was limited to the funded donor projects in Nakuru County due to financial, time constraints and other logistics which affected the scope of the study making it not possible to take a census. Additionally, the study was limited to monitoring and evaluation, stakeholder involvement and level of funding. There was lack of a reliable understanding among the beneficiaries on how the donor agencies funded projects in Nakuru County.

RECOMMENDATIONS FOR FURTHER STUDIES

The project recommends a study to be conducted on the influence of beneficiary capital contribution on the sustainability of donor funded projects in Nakuru County. A further study should be conducted on the benefits of beneficiary linkages to local service providers after project closure as a prerequisite for enhancing sustainability of donor funded projects in Kenya.

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