Determinants of Project Sustainability in Kiambu County, Kenya

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ABSTRACT

The devolved system of governance in Kenya has enabled County Governments to initiate various developmental-oriented projects in the counties. Most of the funds provided by the County Government are short-term and therefore do not consider funding of the project that will guarantee sustainability after funding has been withdrawn. As a result, most of these projects become abandoned or end up being a white elephant, yet a lot of money has already been spent. This study aimed to establish the determinants of sustainability of CFPs in Gatundu North Sub County in Kiambu County. The study was based on three theories, namely: stakeholders’ theory, theory of sustainability, and competence theory, all of which provided the framework of the study. The study targeted the following group of people: PMC members, project beneficiaries, the sub-county departmental heads, and chief officers’ in charge of the devolved functions. The study, therefore, targeted a total population of 100 respondents who included 30 PMC members, 50 project beneficiaries, ten head of departments and ten chief officers who in this case were engaged in the implementation of CFPs and they were, therefore, believed to possess relevant knowledge on the sustainability of the projects. The study adopted a descriptive research design. The instruments for data collection were semi-structured questionnaires and an interview guide. The semi-structured questionnaires were self-administered to the PMC members, project beneficiaries, and the sub-county departmental heads while the interview guides were scheduled for the chief officers. Questionnaires were tested to ascertain their reliability using Cronbach’s alpha with a limit of 0.6. The validity of the questionnaire was tested by use of content validity. Quantitative data were analyzed using descriptive statistics: mean, frequencies, percentages, and standard deviation. The data was analyzed using inferential statistics, which included Pearson’s Correlation analysis. Ethical considerations included the researcher seeking consent from the County Secretary and the administrative authority in Gatundu North, briefing the respondents on the purpose of the study and that information acquired would be treated with confidentiality and would remain anonymous. The study findings show that the four independent variables serve as determinants to the sustainability of county-funded projects in Gatundu North Sub-County. Project monitoring is the key determinant of county-funded projects. The government of Kiambu County, through the relevant stakeholders, should ensure that all the county-funded projects are properly monitored to ensure that they are sustainable and beneficial to the locals. Lastly, the County Government of Kiambu should focus much on hiring competent and experienced professionals to implement the projects.

Key Words: Resource Availability, Stakeholder Participation, Monitoring, Staff Competence, Project Sustainability

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1. Introduction

The sustainability of a development project is the cornerstone of any development endeavor that cannot be attained in one day because it is a life-long process. The sustainability of funded projects entails continued benefits after significant assistance from donors or sponsors has been completed or withdrawn. It serves as a foundation for development projects in society, and failure to have it leads to wastage of resources and efforts committed to a project (Globerson & Zwikael, 2006). Most of the development projects in both developing and developed economies are funded by the governments. The success and sustainability of these government-funded projects depend on different factors. The most common factors championed by many scholars are mobilization of local resources and community involvement. However, other determinants have not been widely explored, such as project management and capacity development.

Different scholars hold distinct opinions regarding the factors that determine the sustainability of government projects, depending on the scope area of their study. For instance, in countries like the United States, the sustainability of federally-funded projects may be influenced by different factors from state-funded projects. A similar case applies in Kenya, whereby most of the projects have been devolved to the County governments following the devolution process (Gwadoya, 2012). The sole objective of having County governments is to decentralize services and authority from the central government to local governments at the counties that people can easily access at the grassroots level. Decentralization of services from the national government has gained emphasis in the previous few years. The county-funded development plan (CFDP) engages in different activities and programs in every county to improve poor people's livelihood in the society. The key determinants of sustainable project development can be understood by focusing on global, regional, national, and local contexts.

In the global context, sustainable development is among the basic objectives of the EU since its inception in the Amsterdam Treaty as the leading objective of the EU policies. Also, it has been included in the political agenda of the EU. The European Union Treaty sets out the EU vision for achieving sustainable development in Europe based on the balanced development in economy and stability in prices of the commodities, a competitive social-economic market, aiming at job creation, and social progress as well as improved security and improving the quality of the environment (Qaiser & Khan, 2010). However, the objectives of Sustainable Development approved in September 2015 provide a policy framework aimed at eradicating poverty, reducing inequality levels, and addressing climate changes. A recent report by the World Bank revealed that most of the community's development projects cease to operate after the funding organizations withdraw their support.

In the African context, Kabungo surveyed the sustainability of revolving loans in Zambia's farming sector and found that an animal project by World Vision aimed at increasing livestock in Lucena by adopting a pass-on system was sustainable because people in the community managed it. However, this does not mean that Zambia does not suffer from project sustainability challenges. Even though the local communities were empowered to co-finance different sub-projects, their participation level with sector agencies was very low. Furthermore, following limited funding by the government and poor maintenance of project facilities by the community, the project benefits became unsustainable the moment its funding ended. This means that most of the social investment in projects remains to be “white elephants,” and the targeted beneficiaries keep on languishing in poverty and hunger up to date.
In the East African context, the decentralization on the political front in Uganda started in 1986. The main object was addressing the needs and interests of every resident. As a country, Uganda had embraced the principle for sustainable development and has pursued the agenda since the early 90s when it gained ascendency as a development paradigm. Due to the rapid expansion of the microfinance industry, another study conducted in Uganda found that high repayment rates in the microfinance industry could not be easily translated to profitability. Firms operating in this industry may not achieve sustainability without getting either donor subsidies or shifting their focus on middle-income earning clients. The industry has recorded significant growth for more than ten years but still reaches very few clients in the global market (Ledgerwood & White, 2006).

At the national level, the Kenyan government has made increased citizen participation a priority. Several policies directly address citizen involvement, sensitization, and education as part of the many development programs (GOK, 2010). Many researchers have lamented that many community development projects are unsuccessful. A case in point is constituency development fund (CDF) projects which have indicated low level or selective community participation hence a low success rate (Nyanguthii & Oyugi, 2013). Nyanguthii argues that inadequate community development structures, especially in CDF, are the reason for poor participation. This argument supports the study by Ngunyi in his effort to assess the extent to which mushrooming NGOs in 1990 contributed to community capacity in managing resources (Ngunyi, 1990).

2. Statement of the Problem

Projects initiated by the County Government have good intentions, but some of these projects do fairly well at the end of the funding period while others fail. Most of these funds provided for projects by the County Government are short-term. They don’t consider the complete funding mechanism policies for ensuring that projects achieve sustainability after they have ceased to receive funds from the county (Heeks & Baark, 1998). Thus, many projects in the county government have resulted in white elephants not forgetting that millions of shillings have been wasted on the already unsustainable projects that the county government had already funded. Most of the research done on sustainability has focused on community-based projects funded by various donors and Non-Governmental Organizations like Carolina for the Kibera project. Apart from a study on determinants of sustainability of county-financed projects conducted in Turkana County, none of the identified studies on project sustainability in the global, regional, national, and local levels involve government-funded projects. This results in a gap in terms of determinants of sustainability of government-funded projects. The researcher sought to fill it by establishing factors that determine the sustainability of county-funded projects, using a case study of Gatundu North sub-county, Kiambu County.

3. Objective of the Study

The following objective guided the study: To determine the relationship between independent variables (stakeholders’ participation, monitoring, staff competence, and financial resources) dependent variable (sustainability of county-funded projects).

4. Theoretical Framework

The study was anchored on stakeholders’ theory which helps in understanding organizational functioning concerning different constituents in which it is embedded. The development of Stakeholders’ theory puts stakeholders in different categories that help understand the relationships of individual stakeholders. In 1984, Freeman defined a stakeholder as an individual or a group of people who experience effects resulting from achieving the organizational objectives. According to this scholar, stakeholders have either human or
financial capital, which is at risk, meaning that they are bound to lose or gain something based on a firm's behavior. Stakeholders’ theory calls for understanding the influence of different organizational stakeholders and how firms respond to such influences (Eid, 2009). Firms respond to multiple influences emanating from all the stakeholders rather than individual stakeholders (Gwadoya, 2012).

Stakeholders’ theory assumes that the active involvement of stakeholders in the projects plays a significant role in the benefiting community because it helps determine the challenges and constraints of the project and the desires of the locals. In 2007, Harvey and Reed found that the active engagement of project beneficiaries is important because it enhances a sense of ownership among the locals. This theory focuses on the active engagement of the locals in identifying, formulating, planning, implementing, monitoring, and evaluating the projects. Community engagement is achieved by adopting collaborative or joint involvement of project beneficiaries and other concerned agencies.

5. Conceptual Framework

The conceptual framework for study is presented by in Figure 1.

![Conceptual Framework](image)

6. Research Methodology

The research adopted a descriptive research design. It is a technique of collecting information to answer questions regarding the subject or study area (Mugenda & Mugenda, 2003). This study describes the situation, gives a justification of the current practice, and judges the phenomenon (Burn & Groove, 2001). The scope area of this study was Gatundu North Sub County which is one of the 12 sub-counties in Kiambu County, Kenya. The population targeted
comprised 10 Sub County head of departments (HODs), 30 PMC members, 50 community leaders, and ten county chief officers (CO). Thus, the target population in line with Welman and Mitchelle (2005), as the complete set of individuals/items which gives a survey sample taken was 100, both adult female and male.

The study used purposive stratified sampling. The sample was divided into four; Community members, PMC members, Sub County HODs, and chief officers. The study adopted both questionnaires and interviews as instruments for collecting data. The questionnaires bearing open and Chief Officers were engaged in a semi-structured interview guide. This study adopted descriptive and inferential statistics approach to analyze quantitative and qualitative data after it was edited and coded. A regression model was adopted to determine the level of impact of the dependent variables on the independent variable.

7. Data Analysis Results

7.1 Participation of citizens in the sustainability of CFPs

7.1.1 Influence of citizens’ participation on the continuity CFPs

The researcher sought to determine whether citizens’ participation influences the continuity CFPs in Gatundu North Sub-County. The following Table 1 gives a summary of the study findings.

Table 1: Response on the influence of citizens’ participation on continuity CFPs

<table>
<thead>
<tr>
<th>Response</th>
<th>Project Management Committee (PMC)</th>
<th>Community Leaders (CL)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency (N)</td>
<td>Rate (%)</td>
</tr>
<tr>
<td>YES</td>
<td>21</td>
<td>100.00</td>
</tr>
<tr>
<td>NO</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>100.00</td>
</tr>
</tbody>
</table>

(Source: Researcher, 2020)

Table 1 shows that 100% of the Project Management Committee (PMC) members in Gatundu North Sub-County believe that the sustainability of County Funded Projects is dependent on the participation of stakeholders. This is supported by 59.57% of the community leaders (CL) in this Sub-County who believe that citizens who are beneficiaries of the CFPs improve their sustainability. However, 40.43% of the community leaders don’t believe that involving citizens in the CFPs improve their sustainability. This shows that 72.0% of the PMC and CL respondents believe citizens' participation in the County Funded Projects determines their sustainability in Gatundu North Sub-County. Only 28.0% of the PMC and CL respondents believe that stakeholder’s participation does not determine the sustainability of these projects within the scope area. These findings are further affirmed by all (100%) head of departments (HODs) and Chief Officers (Cos) working within the scope area. According to them, when citizens participate, they end up owning up to the project.

Also, the findings above are in line with studies conducted by Vernon and colleagues (2005) and Koenig and Schultz (2010), which found that it is not easy to achieve sustainability without getting support and involving stakeholders at different levels (Vernon, Essex, Prindex & Curry, 2005; Koenig and Schultz, 2010). This is because they play specific roles in a particular aspect of the project (Mwanzia & Strath Dee, 2010) and greatly influence the project itself, its members, and its deliverables (Koenig and Schultz, 2010). Also, Adhiambo (2003) argues that
“there is a need to encourage more involvement of stakeholders especially the community in the planning and implementation to increase the probability of sustaining the projects” (Adhiambo, 2003).

7.2 Role of project beneficiaries’ on the sustainability of County Funded Projects

7.2.1 Response from the PMC members

The researcher sought to determine the role of project beneficiaries’ on the sustainability of CFPs by collecting opinions from the PMC members. The analyzed data shows that 28.6% and 57.1% PMC members in Gatundu North Sub-County strongly agree and agree that the project beneficiaries are responsible for monitoring the progress of the CFPs to ensure that they become sustainable in the long run. Another 9.5% is not sure whether or not beneficiaries are responsible for monitoring the progress of such projects. 76.2% and 14.3% of the respondents strongly agree and agree that project beneficiaries should be involved in project planning to ensure that they become sustainable. However, 9.5% of them are not sure whether or not they should be involved. In terms of the provision of raw materials, 33.3% and 9.5% feel that the provision of resources by the beneficiaries helps improve the sustainability of the CFPs. 52.4% and 28.6% of the respondents agree and strongly agree that employing locals to work on the projects can make them more sustainable.

It is only 4.8% that disagree with the idea of employing locals on the projects. Over 50% (9.5% and 47.6%) of the respondents feel that financing these projects should be left to the beneficiaries if they have to be sustainable. On the other hand, 23.8% of them don’t support the idea. Lastly, 61.9% and 23.8% of the respondents agree and strongly agree that providing security to CFPs should be left to the local beneficiaries if they have to be sustainable. Generally, PMC respondents show that project beneficiaries have significant roles to play in ensuring their sustainability. The above findings are supported by Ford (1993). They argue that local institutions play a significant role in achieving sustainability of the projects, and engaging beneficiaries in designing and implementing them brings a sense of ownership. There are high chances of sustaining their project financially even when the government ceases to fund it (Ford, 1993). This agrees with the 57.1% of the PMCs who believe that project beneficiaries should be responsible for financing the projects even after the county government withdraws the funds.

7.2.2 Response by Community Leaders

The researcher found that 31.9% and 14.9% of community leaders in Gatundu North Sub-County agree and strongly agree that the project beneficiaries should be involved in monitoring the progress of the CFPs to make them develop a sense of ownership towards the CFPs. However, 29.8% feel that they should not be involved in the process of project monitoring. In terms of project planning, 46.8% (19.1% and 27.7%) of the community leaders within the scope area feel that project beneficiaries should be involved in the planning process if they have to be sustainable. On the other hand, 34.1% (21.3% and 12.8%) indicate that project beneficiaries should not be involved in the planning process. In terms of the provision of raw materials, 23.4% and 21.3% indicate that allowing beneficiaries to provide resources will not help improve the sustainability of the CFPs.

Another 31.9 of the community leaders support the idea because it will improve their sustainability. 61.7% (21.3% and 40.4%) of the community leaders agree that employing locals to work on the projects can significantly improve their sustainability. However, 27.7% of these leaders disagree with the idea of employing locals on the projects. In terms of financing, almost 50% (23.4% and 25.5%) of the community leaders feel that the role of financing these projects should not be left to the beneficiaries if they have to be sustainable. However, 29.8%
believe that if these projects have to be sustainable, they should be funded by the beneficiaries. Lastly, over 50% (19.1% and 36.2%) of the community leaders agree that the role of providing security to CFPs should be left to the beneficiaries. Generally, just like PMCs, community leaders feel that project beneficiaries have significant roles to play in ensuring their sustainability.

These results show that project beneficiaries have significant roles to play in ensuring the sustainability of the CFPs in Gatundu North Sub-County. For instance, monitoring the projects, involving them in the planning process, employing the locals to work on the projects, and providing security seem to be the main roles that project beneficiaries should play to ensure that they become sustainable. However, the two groups seem to be different in terms of project financing and the provision of raw materials. These findings are in agreement with studies conducted by different scholars. For instance, Mwanzia et al., (2010) describe stakeholders as individuals who play specific roles in a particular aspect of the project (Mwanzia & Strath Dee, 2010). In this case, the stakeholders are project beneficiaries who will benefit from the CPFs, and they should be represented as early as the planning stage. When they are engaged in project planning and implementation, there is a high likelihood of achieving sustainability, unlike when they have no idea about the project. This agrees with the study findings, which show that 46.8% and 90.5% of the community leaders and PMCs agree that project beneficiaries should be involved in the planning process.

7.3 Monitoring and its influence on Sustainability of County Funded Projects

7.3.1 Influence of project monitoring on the sustainability of CFPs

The researcher sought to know whether or not monitoring of CFPs influences their sustainability in Gatundu North Sub-County. The following figure 2 gives a summary of the study findings.

![Figure 2: Influence of project monitoring on sustainability of CFPs](source; Researcher, 2020)

The data in figure 2 shows that 61.70% and 90.50% of the CL and PMC respondents agree that monitoring of the CFPs within the scope area has a lot of influence on their sustainability.
However, 38.30% and 9.50% of the CL and PMC respondents don’t agree that monitoring such projects influences their sustainability. This means that over 50% of the community leaders and project management committees believe that monitoring the county-funded projects can improve their sustainability rate. Other studies conducted by different scholars support these findings. For instance, research conducted by Wickham and Wickham (2008) shows that monitoring is a vital process for assessing the sustainability of any project because it tells implementers where a project has reached every time relative to intended outcomes or objectives (Wickham & Wickham, 2008).

7.3.2 Role of monitoring on continuity of County Funded projects

The researcher sought to determine different roles played by monitoring county projects towards ensuring their continuity in Gatundu North Sub-County. The findings compare the opinions of both community leaders and project management committees based on various monitoring roles in ensuring continuity of CFPs within the scope area. The findings show that 33.3% and 25.5% of the PMC and CL respondents strongly agree that monitoring of CFPs should be done by qualified and experienced monitoring officers. This is further supported by 52.4% PMC and 31.9% CLs. It is only 12.8% and 8.5% of the community leaders who disagree and strongly disagree, respectively, that such a role should not be assigned to qualified and experienced officers. This means that recruiting qualified and experienced officers to monitor CFPs within the scope area improves their sustainability level. This is in agreement with a study that found that monitoring calls for a lot of coordination at the management level and relies on every stakeholder's competence level in the process of project implementation and helps correct any shortcomings.

In terms of availability of resources, 42.9% of PMCs and 31.9% of community leaders strongly agree that monitoring the availability of resources helps ensure continuity of county-funded projects. Also, this is supported by 33.3% and 21.3% of PMCs and CLs, respectively, because they believe that project monitoring to ensure continued availability of required resources helps ensure the sustainability of the projects within the scope area. It is only 10.3% and 23.4% of the PMC and CL respondents who disagree and strongly disagree, respectively. This shows that ensuring a continued supply of resources makes the projects sustainable in the long run.

According to the findings, 26.6% and 25.5% of the PMC and CL respondents strongly agree that routine monitoring helps ensure continuity of CFPs. Another 47.6% and 25.5% of them agree that routine monitoring influences the continuity of these projects in Gatundu North Sub-County. However, 9.6% PMC and 31.9% CL respondents disagree and strongly disagree that routine monitoring can guarantee continuity of such projects. Generally, these findings show that the continuity of CFPs within the scope area is dependent on routine monitoring. This is in line with a study conducted by Mark and colleagues (2000), which shows that any project's sustainability is mostly dependent on constant feedback about its progress (Mark et al., 2000). Also, Hodgkin (1994) says that routine monitoring is essential to sustainability because it promotes continuous reviewing effectiveness in project implementation (Hodgkin, 1994).

In terms of training on monitoring skills, 14.3% and 21.3% of the PMC and CL respondents strongly agree that training the concerned stakeholders on monitoring skills helps ensure continuity of CFPs in Gatundu North Sub-County. This is further supported by 71.4% PMCs and 27.7% of the community leaders. However, project management committees are highly supportive of this role of project monitoring compared to community leaders. However, the role is not supported by 14.3% of the PMCs and 40.4% community leaders because they don’t think there is a need for training staff on monitoring skills. Going by PMCs, then it is obvious that there is a need for training on monitoring skills because it enhances continuity of these
projects in Gatundu North Sub-County. Training on relevant skills is essential because inadequate monitoring skills, especially among the projects initiated at the local communities, are among the main challenges that fail many projects because they are unsustainable (Gwadoga, 2012).

Lastly, 71.4% (19% and 52.4%) and 42.5% (23.4% and 19.1%) of PMC and CLs strongly agree and agree that poor communication and lack of information influence the continuity of CFPs within the scope area. However, 15.3% of PMCs and 36.2% of the community leaders disagree and strongly disagree that poor communication and lack of communication impact the continuity of the project. This shows that ineffective communication and failure to have enough information about the projects affect their sustainability in Gatundu North Sub-County. This study agrees with Mark, Henry, and Julnes (2000), who found that informing stakeholders about the progress of a project improves accountability and transparency, something that develops trust among the community members with the project management because it makes them feel free to contribute towards making the project sustainable in future.

7.4 Staff Competence and Sustainability of County Funded Projects

7.4.1 Respondents’ view on the influence of staff competence on continuity of County Funded Projects

The researcher sought to know whether or not staff competence influences the sustainability of CFPs within the scope area. The following figure 3 gives a summary of the study findings.

![Influence of staff competence on project sustainability](image)

Figure 3: Respondents’ view on the Effect of staff competence on the sustainability of CFPs
(Source; Researcher, 2020)

Figure 3 shows that 100% of PMCs and 68.10% of the community leaders within the scope area believe that the level of competence among the staff has a significant influence on the sustainability of county-funded projects. It is only 31.90% of the community leaders believe that staff competence does not influence project sustainability. The study findings show that the success of CFPs in Gatundu North Sub-County is dependent on staff competence. Generally, various scholars have attested that project sustainability is influenced by
accumulated individual knowledge and competence (Harris, 2011; Eid, 2009; Chamber and Conway, 1992). All these studies agree with the 100% PMCs and 68.10% community leaders who strongly believe that staff competence results in project sustainability in Gatundu North Sub-County.

7.4.2 Influence of staff competence on the continuity of county-funded projects

The researcher found that 19.0% and 17.0% PMCs and CLs respectively strongly agree that failure to have proper academic qualification among the staff results in limited continuity of the County Funded Projects in Gatundu North Sub-County. These findings are further supported by 47.6% and 36.2% of the PMC and CL respondents. It is only 9.5% and 27.7% of the PMC and CL respondents who feel that lack of staff competence does not influence continuity of such projects. Generally, most of the respondents believe that lack of adequate academic qualifications affects the continuity of these projects in the sub-county. The findings agree with Harris (2011), who found that, since all projects require human resources to implement them, it is important to understand who qualifies to work on which department to ensure successful execution of the project plan (Harris, 2011).

In terms of lack of experience, 57.1% and 36.2% of PMC and CL respondents respectively agree that lack of enough experience negatively affects the continuity of CFPs, which is also supported by 19.0% and 17.0% of the PMC and CL respondents, respectively. However, 36.3% (29.8% and 6.4%) of the community leaders feel that lack of experience among the staff doesn’t influence the projects. This is supported by only 4.8% of the project management committee members. This shows that staff competence is among the factors that influence the sustainability of CFPs in Gatundu North Sub-County. These findings agree with a study by Chambers and Conway (1992), who found that the team of staff in a project should be sufficient in number, possess relevant skills and expertise that are in tandem with the roles they play in project implementation. This shows that if the involved staff are not competent enough and experienced in project implementation, it will fail. The staff should be composed of persons who understand the project objectives, have expertise related to the project, and understand each person’s role and responsibility for effectiveness.

In terms of demotivated staff, 57.1% and 36.2% of the PMC and CL agree that demotivated staff cannot ensure the sustainability of the county-funded projects. These findings are further backed by 25.5% and 9.5% of Community leaders and PMCs who strongly agree that lack of motivation among the staff has a lot of negative influence on the project continuity. However, another 9.5% and 19.4% (10.6% and 8.5%) of PMC and community leaders don’t agree that demotivated staff can interfere with the sustainability of the projects. These findings can be elaborated using a study conducted by Foxand (2004), who found that project sustainability can be achieved if enough and competent staff have relevant skills, feel motivated, and are willing to act (Foxand, 2004). This shows that demotivated staff cannot meet the set project objectives, making it unsustainable in the long run.

Further, it was found that 52.4% and 34.0% of PMC and CL respondents agree that the levels of accuracy among the staff influence the continuity of the projects, which is also supported by 21.3% and 19.0% of the respondents who strongly agree. It is only 4.8% and 25.6% (21.3% and 4.3%) of the PMC and CL who disagree and strongly disagree that accuracy levels among the projects staff affect their sustainability in Gatundu North Sub-County. This means that accuracy among the staff can affect CFPs either positively or negatively. Lastly, 42.9% and 31.9% of the PMC and CLs agree that accountability and transparency among the staff influence the continuity of the CFPs in the scope area. This is further supported by 33.3% and 29.8% of the respondents who strongly believe that accountability and transparency play a
significant role in ensuring project sustainability. Very few respondents disagree and strongly disagree (9.6% PMC and 29.8% CL) with their influence on these parameters on the project continuity.

A study by (Holland 2009) and Andersen (1995) shows that it is important to embrace teamwork since some issues which the management cannot handle can be addressed by the subordinate to ensure that work is not suspended and that there is continuity of the project, something that can only be achieved through proper and appropriate communication among the staff (Holland, 2009; Andersen, 1995). However, if the staff does not exercise accountability and transparency, it becomes difficult to embrace teamwork which can only be adopted through effective communication. These studies agree with 42.9% and 31.9% of the PMC and CLs who agree that accountability and transparency among the staff influence the continuity of the CFPs in the scope area.

7.5 Availability of Resources and Sustainability of County Funded Projects

7.5.1 Respondents’ view on the influence of availability of resources on continuity of County Funded Projects

The study sought to determine whether or not the availability of resources influences the sustainability of the CFPs in Gatundu North Sub County.

Figure 4: Respondents’ view on the influence of resources

(Source; Researcher, 2020)

Figure 4 shows that 95.20% and 76.60% of Project management committee members and community leaders in Gatundu North Sub County believe that the availability of resources has a significant influence on the sustainability of county-funded projects. It is only 23.40% and 4.80% of the PMC and CLs who don’t believe that such resources influence the project continuity. These findings were supported 100% by the 16 heads of departments and chief officers interviewed during the survey process. Norton (2005) says that resources imply people, equipment, funding, or anything needed to achieve project sustainability. According to Chandra (2007), adequate resources ensure the effective and efficient completion of projects. This supports the views of 95.20% and 76.60% of Project management committee members
and community leaders who believe that the availability of resources has a significant influence on the sustainability of county-funded projects. Lastly, the findings are supported by sustainability theory which was advanced by Brundtland in 1987. It associates sustainability with change in how improvement in technology, exploitation of resources, and investments work towards addressing human aspirations and needs. According to this theory, projects are assumed to have achieved sustainability if they don’t exhaust the resources they depend on, meaning that there should be enough supply of resources.

7.5.2 The influence of availability of resources on continuity of County Funded Projects

The researcher sought to determine the extent to which availability of funds influences the continuity of the CFPs in Gatundu North Sub-County. It was found that 40.4% and 28.6% of the CL and PMC respondents agree that the availability of raw materials influences the sustainability of CFPs in Gatundu North Sub-County. Also, these findings are supported by 66.7% and 27.7% PMC members and community leaders, respectively. It is only 4.8% of project management committee members and 23.4% of the community leaders. This indicates that raw materials required in project implementation have a significant influence on their sustainability within the scope area. These findings are supported by various findings. For instance, Hodgkin (1994) found that the availability of enough sources for project implementation is among the external parameters that influence the sustainability of a project (Hodgkin, 1994).

Budget planning which involves the allocation of funds, is part of the resources. According to this study, 57.1% and 38.3% of the management committee members and community leaders respectively strongly agree that proper budget planning significantly influences the sustainability of county-funded projects, further supported by 29.8% of community leaders and 28.6% PMCs. However, 4.8% of PMCs and 14.9% of community leaders don’t believe that proper planning influences the success of the CFPs. The availability of resources plays a significant role in ensuring the sustainability of a project is achieved in the long run. The findings concur with Chandra (2007), who said that adequate resources guarantee efficient accomplishment and sustainability of projects. Therefore, it is crucial to budget enough resources at the initial stages of a project (Chandra, 2007). Since finance is the most crucial resource for ensuring a project's sustainability, inadequate funding does not guarantee project sustainability (Bamberger and Cheema, 1990). This concurs with 57.1% and 38.3% of the PMC members and community leaders, respectively, who strongly believe that proper budget planning significantly influences the sustainability of CFPs because inadequate funding will guarantee failure in the long run.

Skilled personnel entails competent and experienced staff for implementing the CFPs. According to the findings, 66.7% and 29.8% of PMCs and CLs agree that skilled personnel has a significant influence on the continuity of CFPs. Further, this was supported by 34.0% and 33.3% of the respondents. None of the PMC members disagrees with the influence of skilled personnel apart from only 17.0% of the community leaders. This is a clear indication that skilled personnel influences the continuity of these projects in Gatundu North Sub-County. These findings are supported by different studies. For instance, according to Barot (1995), laborers and workers are the backbone of any development project, specifically in project sustainability in developing countries. Therefore, it is important to equip staff with relevant skills and improve their level of productivity to guarantee the sustainability of county-funded projects. The findings are further supported by the Competence theory advanced by Clelland and Ber during the 1980s. According to this theory, various skills are needed to successfully implement projects, such as technical, interpersonal, and conceptual (Kountz and O’Donnell, 2010). It shows that staff competence is crucial in achieving project sustainability. However,
CFPs in Kenya lack sustainability due to unskilled construction staff and poor planning at the initial stages in terms of timeframe and expenses involved.

The study findings also show that 47.6% and 42.6% of the project management members and community leaders strongly agree that adequate allocation of funds to the CFPs helps ensure they remain sustainable. This initiative is further supported by 38.1% and 21.3% PMC and CL, respectively. On the other hand, only 9.6% (4.8% and 4.8%) PMC and 19.2% (6.4% and 12.8%) community leaders don’t think that adequate allocation of funds influences the sustainability of the CFPs within the scope area. Research shows that the greatest constraint to the effective sustainability of development projects is a budget limitation. Therefore, financial resources for project development should be realistically estimated, and the resources for each function separated to ensure adequate funds for project implementation if it has to be sustainable (Gwadoya, 2012). This is supported by study findings that show that most of the respondents (47.6% and 42.6% PMC and CL) strongly agree that adequate allocation of funds to the CFPs helps ensure they remain sustainable.

The researcher sought to determine whether or not means of transport influence the project’s sustainability. The study findings show that 57.1% and 38.3% of the PMC and CL respondents agree that means of transport affect their continuity, which is further supported by 23.8% and 25.5% of them who strongly agree. It is only 19.1% (14.3% and 4.8%) and 27.7% (14.9% and 12.8%) of the PMC and CL respondents who don’t agree that means of transport influence the continuity of these county-funded projects.

### 7.6 Regression analysis

The researcher used SPSS software to develop a regression model for estimating the relationship between sustainability of CFPs (Dependent variable) and resource availability, stakeholder participation, monitoring, staff competence (independent variables). Table 2 below gives a summary of the findings.

**Table 2: Pearson Product Moment analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-.889</td>
<td>.078</td>
<td>-11.461</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Stakeholder Participation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.251</td>
<td>.101</td>
<td>.123</td>
<td>2.495</td>
</tr>
<tr>
<td><strong>Monitoring</strong></td>
<td>1.010</td>
<td>.078</td>
<td>.652</td>
<td>12.940</td>
</tr>
<tr>
<td><strong>Staff competence</strong></td>
<td>.110</td>
<td>.110</td>
<td>.061</td>
<td>1.001</td>
</tr>
<tr>
<td><strong>Resource Availability</strong></td>
<td>.341</td>
<td>.065</td>
<td>.163</td>
<td>5.219</td>
</tr>
</tbody>
</table>

a. Dependent Variable: sustainability

(Source; Researcher, 2020)

Table 2 presents the deviation rate of the dependent variable (project sustainability) resulting from changes in the predictors (resource availability, stakeholder participation, monitoring,
staff competence). According to these findings, project monitoring, whose deviation is 0.652, has a significant influence on the sustainability of county-funded projects in Gatundu North Sub County. On the other hand, participation of stakeholders, staff competence, and availability of resources whose deviations are 0.123, 0.061, and 0.163 respectively have insignificant influence on the sustainability of the county-funded projects. These findings show that the mode of monitoring majorly determines the sustainability of these projects in Gatundu North Sub County, but it does not depend on staff competence, availability of resources, or even participation of stakeholders. Therefore, even though the participation of stakeholders, staff competence, and availability of resources have some influence on the sustainability of these projects within the scope area, project monitoring through the use of qualified and experienced Monitoring officers, training staff on monitoring skills, provision of required resources, routine monitoring and effective communication are the main determinants of the sustainability of county-funded projects in Gatundu North Sub County.

The following expression gives the resultant regression model:

$$Y = -0.889 + 0.123X_1 + 0.652X_2 + 0.061X_3 + 0.163X_4 + 0.078$$

Whereby Y= Project Sustainability, $X_1$= Stakeholders’ participation, $X_2$= Project monitoring, $X_3$= Staff competence, and $X_4$= Availability of resources.

### Table 3: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.959*</td>
<td>.920</td>
<td>.919</td>
<td>.392</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), resource availability, stakeholder participation, monitoring, staff competence

(Source; Researcher, 2020)

Researchers apply the coefficient of determination to determine the strength of the relationship between independent and dependent variables. Cohen’s (1988) guidelines on the interpretation of strength (.1<r<.3= small correlation, .3<r<.5=moderate correlation, r>.5= strong correlation) show that there is a positive relationship between independent and dependent variables. The R-value of 0.959 shows that there is a strong correlation between independent and dependent variables. This shows that availability of resources, stakeholder participation, monitoring, and staff competence significantly influence the sustainability of county-funded projects in Gatundu North Sub County.

### 8. Conclusions

The establishment of devolved governments led to Count Funded Projects whose sole beneficiaries are local communities. Every county has been allocating funds for running these projects, but most of them are unsustainable for various reasons. This study aimed to identify the determinants of sustainability of county-funded projects in Gatundu North sub-county, Kiambu County, to enhance their effectiveness and sustainability. The researcher focused on determining whether stakeholders' participation, project monitoring, staff competence, and availability of resources influence the sustainability of the CFPs.

The study R-value in Pearson’s correlation model shows a strong correlation between dependent and independent variables. However, the degree of correlation varies from one independent variable to another. Project monitoring has the highest influence (0.652), followed
by the availability of resources (0.163) and participation of stakeholders (0.123). However, staff competence has an insignificant effect on the sustainability of these projects in Gatundu North Sub-County. Although their influence is varying, it was deduced that these independent variables significantly affect project sustainability. Therefore, they serve as key determinants to the sustainability of County-funded projects in Gatundu North Sub-County.

9. Recommendations

The study has shown that project monitoring is the leading determinant of sustainability of county-funded projects in Gatundu North Sub-County. This shows that proper monitoring of the CFPs can guarantee their sustainability in the long run, whereas poor monitoring may lead to their premature ending. It was found that poor communication and lack of information may hinder their sustainability. Therefore, through the relevant stakeholders, the government of Kiambu County should ensure that all the county-funded projects are properly monitored to ensure that they are sustainable and beneficial to the locals.

Also, the researcher found that the availability of resources is the second leading determinant of sustainability of county-funded projects. This shows that these projects depend much on the supply of the relevant resources. It was found that proper budget planning and skilled personnel are very crucial in ensuring their success. Therefore, to ensure continuity of these projects, the government of Kiambu should allocate more resources towards implementing CFPs in the local communities. Lastly, staff competence does not mean that its insignificant effect should be overlooked. To ensure the projects are sustainable, the County Government of Kiambu should focus much on hiring competent and experienced professionals to implement the projects. Also, there is a need to focus on motivating the staff to ensure that their accuracy, accountability, and transparency keep improving.

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