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## Evaluation of the Sustainability of Internationally Funded Catholic Projects in the Archdiocese of Nairobi, Kenya

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### *Abstract*

*The main objective of this study was to evaluate the sustainability of internationally funded Catholic Church projects in the archdiocese of Nairobi, Kenya. To achieve this, the study focused on the following specific objectives: to establish the influence of financial stability on the sustainability of the projects; to investigate the relationship between public attitude and sustainability of the projects; to determine the influence of project design on the sustainability of the projects; and to examine the role of stakeholder participation on the sustainability of internationally funded projects in the Catholic Archdiocese of Nairobi, Kenya. This study used a survey research design to describe how the independent variables affected sustainability of the internationally funded projects in the Archdiocese of Nairobi. The target population was all the Catholic-run projects and the personnel operating within these projects. On the same line, 30% of the managers and senior staff were selected through simple random sampling and purposive sampling. This study applied two main research instruments in the collection of data, and these were interview schedules, as well as questionnaires, for primary data. The data collected in this study was analyzed using both quantitative and qualitative techniques. Findings show that 64.1% of the respondents agreed that stakeholders' attitudes influence the sustainability of the project whereas 35.9% disagreed. From the findings 75% of the respondents agreed that financial resources influence the sustainability of a church-based project and 25% of the respondents agreed that financial resources influence the sustainability of a church-based project. The study concludes that financial resources influence the sustainability of internationally funded church projects, and public attitude is positively related to internationally funded projects. Project design is positively related to the sustainability of internationally funded projects, and stakeholder participation is positively related to the sustainability of internationally funded projects. The study recommends that the project be fully funded before commencement of the project. The project managers and senior managers should understand the attitude of the public in relation to project sustainability. The project managers and all stakeholders should choose the best project design for the project. Stakeholders should fully participate in the projects' management.*

**Key terms:** Evaluation, Sustainability, Internationally funded Catholic Church projects

## Introduction

### *1.1. Background of the Study*

Project sustainability is not only one of the key aspects in the founding of every project but also a critical challenge for all internationally funded development projects. This is because it is not justifiable to claim lasting impact to the local communities without project managers ensuring sustainability of the project. This makes the sustainability aspect of the project a critical element in the provision of services to the local community. Most projects are started with the primary goal of helping the local community to eradicate poverty. However, most of these projects fail to meet their primary objectives since they are not able to sustain themselves after a transfer of an individual minister, demise of donors or withdrawal of funds by the donors who support the projects. Presently, project sustainability is viewed as the capacity of donor funded projects to endure the test of time.

The management of these projects involves planning, organizing, coordinating, controlling and staffing of the projects. The achievement of the intended goals and objectives of these Catholic Church projects often require soliciting of funds to begin and run Catholic Church projects, with the aim of promoting both spiritual and human development (Ernest, 1969). The idea of projects came after the Church realized that the gospel would make more sense to people when they have their basic human needs met: food, shelter, clothing and education, otherwise, without these, human beings worry about getting these needs. The various supported groups of people include orphans, widows and widowers in the society, people living in abject poverty, people living with HIV&AIDS, those lacking education and shelter, among others (Joshua, 2010). At times, such projects are usually brought to a sudden halt with the transfer of an individual minister, demise of donors, or the withdrawal of funds by the donors who support such projects.

When internationally funded Catholic Church projects come to a sudden halt they often leave unfulfilled goals and unfulfilled hopes of the beneficiaries. The so called beneficiaries are generally needy people of society both the Christians and non-Christians whose livelihood and uplifting to a higher level depends on such projects for security in terms of food, education and medical health. The closure of these projects in most cases leaves challenges in managing them and leads to a dissolution or reduction in the number of beneficiaries at best. It is in such moments that various stakeholders and beneficiaries struggle with these projects and wish they would have initiated some sustainability structures to see them through unforeseen, compelling, and demanding challenges (Pattiniemi, 2006). This brings in the importance of sustainability of donor projects within church organisations as a preventive strategy that could see their successful completion and bring about the eventual fulfillment of the visions and long-term goals of their founders.

Rydin (2007) observes that high dependency by project owners on international donors has resulted in a shift in Catholic Church projects' primary interventions to match donor priorities. To this end, most of such projects do not providing long-standing service to the intended target group. Moreover, many of these projects lack adequate and proper organisational governance policies and accountability (the obligation of an individual/organisation to account for its activities, and accept responsibility for results (Business dictionary, 2007) with transparency (the quality of being transparent) (Silvius & Schipper, 2010). Nonetheless, there is often lack of accountability as a result of lack of distinction between funds for pastoral and development work. This creates a temptation to misappropriate funds, a lack of efficient financial supervision, and a lack of participation by the target groups, leading to a lack of transparency in the implementation of projects (Thiel et al. 2007). Lack of transparency often leads to misuse of resources allocated to the projects which eventually paralyzes projects' service delivery. Thus, lack of accountability and transparency necessitate the need for an evaluation of Catholic Church projects especially within the scope of the archdiocis of Nairobi.

### *1.2 Statement of the Problem*

The subject of project sustainability remains one of concern both for project funders and beneficiaries. As Pollnac and Pomeroy (2005) observe, it is one thing to mobilize funds and initiate sustainable development and another to sustain the project without compromising its future prospects. This makes the subject of sustainability a critical area of study, especially for project managers. Reviewing internationally funded Catholic Church projects is a point of interest especially for the international funders to get to know and understand how their contributions towards various projects are spent (Nyangara

et al., 2009). This calls for the need for accountability on the part of project management. Thus it is critical to assess the sustainability of these projects. It is worth noting that, sustainability of development projects is often subjected to various challenges. Thus some of the Catholic Church projects in Nairobi Archdiocis often fail to stand the test of time since the overwhelming challenges often overcome the sustainability efforts as confirmed by Silvius & Schipper, (2010). The inability of these internationally funded projects to last may be attributed to inappropriate resource utilisation, mismatch of project objectives and funders' priorities, and lack of community involvement, among others. The above therefore makes it important to carry out an evaluation into the sustainability of the internationally funded Catholic Church projects to determine ways in which these projects can remain sustainable in their service provision efforts.

### 1.3 Research Objectives

#### Broad objective

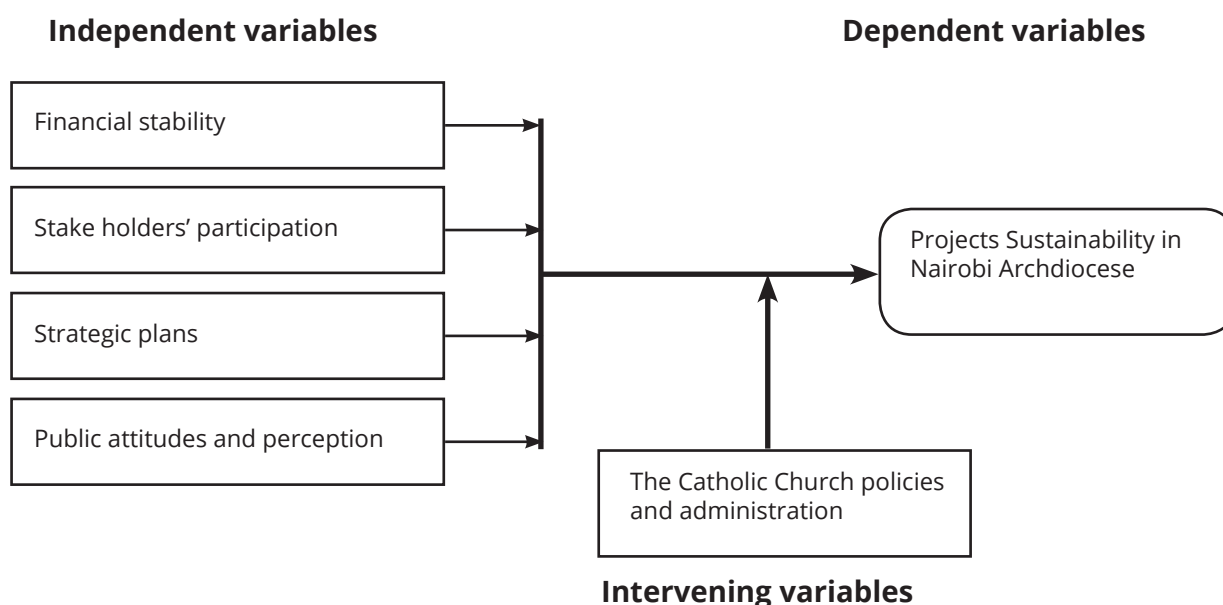
The broad objective of this study is to evaluate the sustainability of internationally funded projects in the Catholic Archdiocis of Nairobi, Kenya.

#### Specific Objectives

- To establish the influence of financial stability on the sustainability of internationally funded projects in the Catholic Archdiocese of Nairobi, Kenya.
- To investigate the relationship between public attitudes and sustainability of internationally funded projects in the Catholic Archdiocese of Nairobi, Kenya.
- To determine the influence of project design on the sustainability of internationally funded projects in the Catholic Archdiocese of Nairobi, Kenya.
- To examine the role of stakeholder participation on the sustainability of internationally funded projects in the Catholic Archdiocese of Nairobi, Kenya.

### 1.4 Conceptual Framework

Figure 1 | The relationship between variables related to sustainability



The sustainability of the internationally Catholic funded projects is affected by the availability of funds to run the projects and manage the funds. Sustainability is the dependent variable and both the availability of funds and presence of management are the independent variables. For the internationally funded projects to be properly sustained there is need of adequate funds that will ensure the smooth running of the projects so as to ensure their fulfillment in terms of service delivery. With the available funding of the projects, there is also need of proper management of the funds so as to ensure they are efficiently used alongside the proper management of the projects. Lack of proper management and inadequate international funding negatively affect the dependent variable, in the sense that the projects may not be sustained. The extraneous variables are other supporting factors that affect the dependent variable. To ensure the sustainability of the projects, the committee must establish viable strategies that will ensure proper usage of funds as well as overall project management. The management must also deal with possible challenges that may affect the projects and thwart their sustenance.

## Theoretical and Empirical Review of Literature

### *2.1 Theoretical Framework*

This study was guided by Sustainable Theory which is hinged on two models: Four Capital Model of Sustainability, and Natural Capitalism. These two models concur in that; sustainability has three components that have to be put in perspective in any project namely: economics, society, and environment. Sustainability frames how environmental problems can jeopardize the healthy conditions of economic status, ecology and human social systems (Colantonio, 2009). Economically, every project must seek to provide services to the local community on a continuing basis. Environmentally, the project must maintain a stable resource base by avoiding chances of over-exploitation of the natural resources as well as preserve environmental functions. The above ensures that the projects do not deplete the non-renewable resources but use them only to the extent that the various project investments are made in adequate substitutes. Moreover, socially, the theory stipulates that every sustainable system must always strive to ensure achievement of distributional equity. The project must ensure adequate provision of social services such as health and education, gender equity, political accountability, and participation (Nyangara et al., 2009).

A project would be said to be sustainable when all the three components (economic, environmental, and social) are well coordinated and integrated for the well-being of every participant. The Four Capital Model of Sustainability which was promoted by the World Bank is based on environmental, human, physical, and social capital (Redclift, 2009). According to the model, these four capitals are never considered as complimentary in the sense that an increase in the level of one particular capital does not in any way influence or even contribute to the improvement of other capitals. As such the characteristics and importance of each individual capital in the model should be analyzed individually in order to understand the potential contribution of the model to the achievement of project sustainability (Pollnac & Pomeroy, 2005). Baker (2011) observed that before the existence of the four capitals, there were three capitals in sustainable development: land, labour, and manufactured capitals. Natural capitalism was ignored and this led to the use of natural resources without proper management. This theory is relevant to the present study in the sense that it highlights what role sustainable Catholic development projects play in overall human existence especially in regards to the environment, national economy, as well to the society at large.

### *2.2 Empirical review*

#### *The Role Catholic Church Projects in Community Development*

There are people who perceive Catholic Church projects as only infrastructural developments undertaken under the leadership of the Catholic Church (Yeboah, 2008). The above perception further mistakes these projects to be exclusively existent in low-income areas where they address the needs and plight of the downtrodden people. However, the role played by internationally funded Catholic Church projects is that of addressing fundamental needs and concerns that hinder socio-economic progress of a population (Chitongo, 2013). Projects are establishments within a society that provide opportunities for employment besides meeting basic needs. The needs include provision of safe water for drinking, free or affordable

healthcare, youth empowerment programmes, building of schools and hospitals, among others (Yeboah, 2008). There is literature that documents specific activities that Catholic Church projects perform towards community development.

According to the United States Conference of Catholic Bishop (1986) the Catholic Church projects have for a long time engaged in activities that uplift the welfare of orphans and vulnerable-children (OVC). According to a United Nations International Children Education Fund (UNICEF) report published in 2006, many children aged eighteen years and below have either lost one or both parents. The OVC programmes run by the Catholic Church projects to provide relief to this population are funded internationally given the enormity of the budget required to run the day-to-day activities of the project (Kenya Bureau of Statistics, 1999). The Catholic Relief Services (CRS), an American Catholic Church charity organisation, has been at the forefront of funding this programme across Africa to alleviate suffering of children and sometimes their sickly parents (Chitongo, 2013).

Another service rendered by the Catholic Church projects through international funding is educational and vocational training (Churu & Mwaura, 2006). It is said that the Catholic Church and other Christian churches, in collaboration with colonialists, introduced Western education to indigenous Africans in the pre-independent era. Indeed, education was greatly supported by missionaries who did not just come to evangelize but also to improve people's lives through education for livelihood enhancement (Churu & Mwaura, 2006). In Nairobi for instance, the Holy Ghost Fathers (Spiritans) were the congregation that offered education by founding mission schools. The congregation was founded in 1703 for the training of priests. It became concerned with missionary work particularly in the French Colonies. These mission schools have since then encouraged foreign aid to support children who cannot access education in Nairobi and other parts of Kenya.

Healthcare services have also been provided by the Catholic Church projects since the pre-independent time. The Catholic Church has been running many healthcare centers in the country and across the world in a bid to be consistent with the teachings of Christ (Vanmeenen, 2010). In fact, the Catholic Church is the largest non-governmental provider of healthcare services in the world (Agnew, 2010). In 2010, the Church's Pontifical Council for Pastoral Assistance to Healthcare Workers said that the Church manages 26% of the world's healthcare facilities (Calderisi, 2013). This comprises of 16,000 homes for the elderly and those with special needs, and 5,500 hospitals, with 65% found of them in the developing countries (Calderisi, 2013). According to Agnew (2010), the healthcare centers run by the Catholic Church provide one of the best quality healthcare services. In Kenya, the same spirit of caring for the sick and the elderly has been applied in various dioceses through sponsorship of healthcare facilities. Nairobi Archdiocese runs many hospitals including homes for the elderly (Caritas Nairobi, 2015).

#### *Financial Stability and Sustainability of Internationally Funded Projects*

Donor policies are important because they influence how contracts are prepared, the duration of funding, and what is funded (Australian Government's Overseas Aid Programme, 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 (the ability to meet the cash requirements of paying bills), as well as the relationship between assets and debts. Secondly, there is a need for stakeholders to appropriately recognize and share benefits. Organisations have many stakeholders including community leaders. The role of stakeholders is critical in the promotion of sustainability. Sustainability cannot be achieved without their involvement and support. Stakeholders should actively participate in influencing 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, as well as these projects projects funded by GiZ and USAID, found that short-term projects cannot ensure sustainable capacity building of important organisational structures within target groups (Dirk Zerhusen, 2012).

Kumar (2004) asserts that financial management and practices supported by strong governance, high quality standards, and sound regulatory frameworks, are essential to economic development. Indeed, high quality standards of financial reporting, auditing, and ethics, underpin the trust that investors place in financial and nonfinancial information, thus playing an integral role in contributing to a country's economic growth and financial stability. According to Kumar (2004), globally consistent and uniform financial systems provide cost-efficiency to businesses and greater safeguards to the public. The

public is entitled to have confidence that regardless of where a business activity occurs, the same high quality standards will be applied everywhere. It is widely recognized that investors will be more willing to diversify their investments across borders if they are able to rely on financial information based on a similar set of standards. The benefits of a global financial reporting framework are numerous and include: greater comparability of financial information for investors, greater willingness on the part of investors to invest across borders, lower cost of capital, more efficient allocation of resources, and higher economic growth.

Burns and Scapens (2000) argue that to make sense of diversity in management accounting practices we need to understand the complex mish-mash of inter-related influences which shape practices in individual organisations. They further outline the contribution which institutional theories can help one understand this mish-mash of complexity that exists within institutions. According to Kumar (2004), various organisations have different management practices, which are distinct in nature and application. However, some are fraudulent and corrupt as well. This may limit their success and financial sustainability. However, most NGOs try to maintain best management practices so as to attract willing donors. This in turn improves their financial sustainability. MacLeod, León, & Esquivias, (2001), argued that it is irrelevant whether an organisation is a good fundraiser or whether it generates its own income if it lacks efficient procedures for administration, finance, and fiscal planning in conjunction with strategic planning. To aid in that he came up with four pillars of financial sustainability and the third one was Sound Administration and Finance. Through this he asserted that it is very important for an organisation to have sound administration practices and procedures as well as finance administration. In the case of NGOs, this gives confidence to the individual donors and donor agencies and leads to financial sustainability.

In Kenya, according to USAID (1994), financial stability and growth are typically monitored by; - the net income (the surplus of revenue over expenses), liquidity (the ability to meet cash requirements to pay bills) and solvency (the relationship between assets and debt or liabilities). The measures provide the financial stability status in a comprehensive manner. Omeri (2015) said on factors influencing financial sustainability of non-governmental organisations: a survey of NGOs in Nakuru County, Kenya, that diversification of sources of funding, improving personnel competence, and strategic financial planning, all affect the financial stability of projects. NGOs should lay emphasis on hiring staff that are competent. This is because competence of staff significantly affects the financial sustainability of NGOs. On his recommendations, the staff should be frequently trained to ensure continued improvement of competence levels. In addition, the NGO staff needs to have cost analysis and identification of cost saving techniques, so that indirect project costs are not more than the direct project costs. There is need for all NGO staff to have this knowledge irrespective of their area of specialization. Financial strategic planning is a key function. NGOs should not only prepare strategic plans but also periodically review the strategic plans. Staff participation and proper communication of strategic plans should be highly encouraged. It is also important to ensure that the budgeting methods used by most of the NGOs for funding of operations and projects are within the specified limits for financial sustainability.

### *Public Attitude and Sustainability of Internationally Funded Projects*

Moves towards sustainability will affect *everybody*, so public involvement is vital. The concept of sustainability challenges the still dominant political and social assumption that indiscriminate economic growth can be reconciled with environmental protection, advocating, in contrast, patterns of development based on a new synthesis of social, economic, and ecological dimensions. The discourse of sustainability emphasises the links between basic needs, long-term quality of life, and short-term economic considerations as well as the need to ensure that human well-being is met within the finite limits of the planet. Hence, programmes of action for sustainability increasingly involve measures for community participation and involvement. Indeed, the role envisaged for the public in the emerging model of sustainability is crucial.

In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receiving a share of project benefits. This is the definition that will be adopted for this study (Paul, in Bamberger, 1986). Championed since the early 1970s by mostly non-economics, local participation is seen as one of solutions to the problem of project sustainability. A participatory approach not only improves the success of the project but also makes projects more efficient and effective (McGee, 2002). Proponents of participation of beneficiaries leading to sustainability of community development projects have most often relied on case studies to document their association (Briscoe and Ferranti 1988, Korten and Siy 1989). These case studies

however are easily dismissed by skeptics as inconclusive, as the small number of cases and informal methods do not allow for formal testing of the findings (Esman and Uphoff 1984, Finsterbusch and Van III 1987).

Given that community participatory processes are known to be expensive and time-intensive, it is vital to understand the effect of this approach on the sustainability of community development projects. In fact, Mansuri and Rao (2004) conclude that little is known about the effects of community participation on community-based projects. They attribute ignorance on this matter to a lack of thorough and systematic evaluations with counterfactuals. They add that robust evidence regarding the influence of community participation is required urgently. Community awareness and involvement in project planning and implementation are important elements in the sustainability of a project. Many scholars suggest encouraging active community participation at all levels of project design and implementation (Bamberger & Cheema, 1990) in order to sustain those programmes. Locally initiated programmes are more sustainable (LaFond, 1995), so it might be necessary to develop some level of local institutional building (Bossert, 1990). Involving relevant community leaders and agencies facilitates sustainable programmes (Goodman & Steckler, 1989; Shediach-Rizkallah & Bone, 1998). The level of community support determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs. It is therefore important to involve local communities from the identification phase, when decisions are being made about what type of project is required to address their priority need. Sustainability cannot be achieved without their involvement and support and thus, stakeholder analysis is paramount to be able to identify the key actors who should be involved in every stage of the project management cycle.

#### *Project Design and Sustainability of Internationally Funded Projects*

The Agency's Project Design Guidance requires a new mandatory Sustainability Analysis. Project Design Teams must work with host country partners to define the degree of sustainability considered essential for the success of the project; reference the sustainability objectives of the project or project components (with the understanding that not all projects aim to be fully sustainable at their conclusion); and indicate how the project intends to meet these objectives. The sustainability analysis should reference appropriate sustainability issues raised in the Country Development Cooperation Strategy (CDCS). It should highlight other projects designed under a Development Objective (DO), as well as Intermediate Results if these project results are considered key to the sustainability objectives of the project being designed. Project Design Teams must build in monitoring and evaluation in order to track a project's results in achieving sustainable outcomes during implementation, and to build in learning so as to manage adaptively.

Project success is dependent on the performance of the design team. The designers are the key players in the construction industry. Their services are needed from the conception stage of the project to its completion. The performance of the designers is therefore important because any decision made at the inception of the project will affect project success. Defective designs adversely impact project performance as well as participants, and they are responsible for many construction failures (Al-momani, 2010). Failure at the conceptual planning and design stages may lead to significant problems in successive stages of the project. Design inefficiencies could lead to redesign and rework or poor quality of products. Oyedele and Tham (2006) provide a listing of clients' ranking of designers' performance criteria, among which were those that relate to quality of design coordination, smooth flow of work, *vis-à-vis* conflicting design information, timeliness of issuing of revised drawings, missing information, dimensional inaccuracies, as well as delay of shop drawing release.

While both market- and community-driven models focus on promoting institutional sustainability and sustained income streams for participating households, each of the projects reviewed also stand to considerably strengthen household and community resilience to livelihood shocks. In some cases, however, inadequate consideration of contextual issues, such as a lack of infrastructure or financial services, has led to the development of market-driven project designs which are not sustainable. Men and women should actively participate in projects 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. Bamberger & Cheema (1990) assert that community participation is one of the major contributing factors for sustained community projects because without the community. Other factors that help sustain community development projects include: planning, programme operations, fact-finding and research, budget allocation and analysis, public relations, human commitment, team work, the location of the project, among others: All these are carried out by the implementing organisation.

### *Stakeholder Participation and Sustainability of Internationally Funded Projects*

Stakeholders are persons or groups who are directly or indirectly affected by a project, who may have interests in a project, and who have 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 organisations, and groups with special interests (Emerging Markets, 2007). NGOs and CBOs often operate within the communities that they serve. This creates 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).

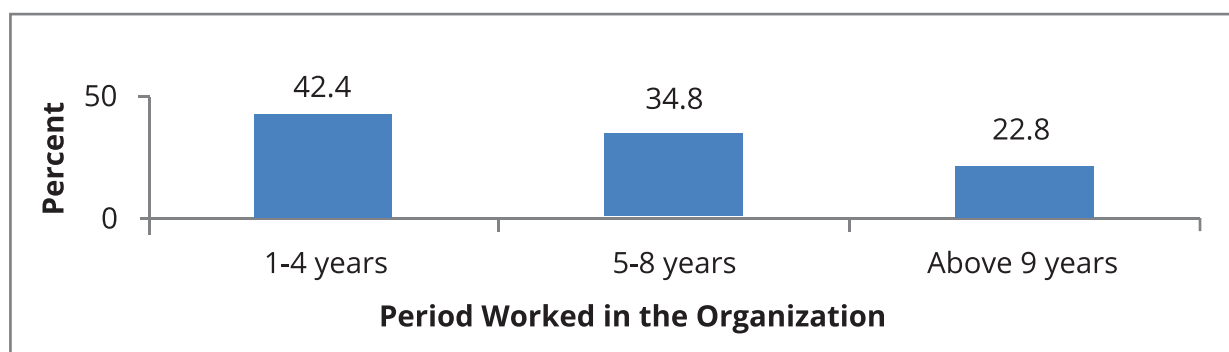
Participation of the community in development influences the success of development projects from the initial stages up to the point where they are left to manage the project. Community participation in monitoring and evaluation is defined as the collective examination and assessment of the programme 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 regarding the project, and the implementation guidelines were not fully understood or issued to the community on the commissioning of the project. *Kenya Vision, 2030 First Medium Plan 2008-2012* reports that involvement of local communities in the management of donor funded project' resources, through the formation of Executive Committees, has resulted in the rehabilitation of catchment areas and water sources in Kenya.

## Methodology

This study used a survey research design to describe how independent variables affected the sustainability of internationally funded projects in the Archdiocese of Nairobi. The target population was all the Catholic-run projects and the personnel operating within these projects. For the study, 30% of the managers and senior staff were selected through simple random sampling and purposive sampling. This study applied two main research instruments in the collection of data: interview schedules and questionnaires for primary data. The data collected in this study was analyzed using both quantitative and qualitative techniques.

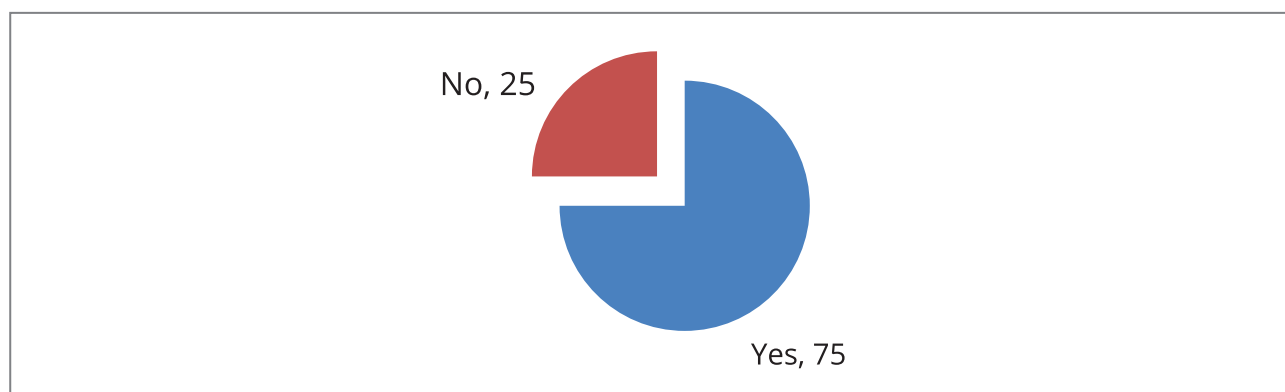
## Findings and Discussions

*Figure 2 | Period worked with the organisation*



Source: Researcher, 2017



*Influence of Financial Resources on Project Sustainability***Figure 3** | *Influence of Financial Resources on Project Sustainability*

Source: Researcher, 2017

The respondents were asked to give their opinion on whether financial resources influence the sustainability of a church-based project. From the findings 75% of the respondents agreed that financial resources influence the sustainability of a church based project, and 25% disagreed that financial resources influence the sustainability of a church based project. This shows that financial resources influence the sustainability of a church-based project.

**Table 1** | *Influence of Financial Resources on Project Sustainability*

	Frequency	Percent
Strongly agree	23	25.0
Agree	45	48.9
Undecided	10	10.9
Disagree	8	8.7
Strongly Disagree	6	6.5
<b>Total</b>	<b>92</b>	<b>100.0</b>

Source: Researcher, 2017

The respondents were asked to indicate their level of agreement on how financial resources influence the sustainability of internationally funded church projects. According to the findings 48.9% of the respondents agreed that financial resources influenced the sustainability of internationally funded church projects; 25% strongly agreed that financial resources influenced the sustainability of internationally funded church projects; 10.9% were undecided as to whether financial resources influenced the sustainability of internationally funded church projects; 8.7% disagreed that financial resources influenced the sustainability of internationally funded church projects; and 6.5% of the respondents strongly disagreed that financial resources influenced the sustainability of internationally funded church projects. The above findings show that most respondents agreed that the financial resources influenced the sustainability of internationally funded church projects. The findings concur with the findings of Hodgkin (1994) who stated that availability of donors or funding sources has been identified as one of the external factors that influences sustainability.

**Table 2** | *Effect of Reduction of Financial Resources on Sustainability of Church Projects*

	Frequency	Percent
Yes	67	72.8
No	25	27.2
<b>Total</b>	<b>92</b>	<b>100.0</b>

Source: Researcher, 2017

The respondents were asked to indicate whether a reduction in financial resources can influence the sustainability of internationally funded church projects. Of the respondents, 72.8% agreed that a reduction in financial resources can influence the sustainability of internationally funded church projects; 27.2% disagreed that reduction in financial resources can influence the sustainability of internationally funded church projects. This implies that a reduction in financial resources can influence the sustainability of internationally funded church projects.

**Table 3** | *Influence of Alternative Income Generating Activity/Project on the Sustainability of Church projects*

	Frequency	Percent
To a very high extent	25	27.2
To a high extent	47	51.1
To a moderate extent	9	9.8
To a low extent	7	7.6
To a very low extent	4	4.3
<b>Total</b>	<b>92</b>	<b>100.0</b>

Source: Researcher, 2017

The respondents were asked to indicate the extent to which an alternative income generating activity/project can influence the sustainability of internationally funded church projects. From the findings, 51.1% of the respondents agreed to a high extent that an alternative income generating activity/project can influence the sustainability of internationally funded church projects; 27.2% strongly agreed to a very high extent that an alternative income generating activity/project can influence the sustainability of internationally funded church projects; 9.8% were moderate that an alternative income generating activity/project can influence the sustainability of internationally funded church projects; 7.6% agreed to low extent that an alternative income generating activity/project can influence the sustainability of internationally funded church projects; and 4.3% strongly agreed to a very low extent that an alternative income generating activity/project can influence the sustainability of internationally funded Church projects. This implies that an alternative income generating activity/project can influence the sustainability of internationally funded church projects. Oregon (2005) stated that 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 organisations.

#### *The relationship between community attitude and the sustainability*

**Table 4** | *Community Attitude Relevance to the Sustainability of Social Projects*

	Frequency	Percent
Strongly agree	15	16.3
Agree	50	54.3
Undecided	13	14.1
Disagree	10	10.9
Strongly Disagree	4	4.3
<b>Total</b>	<b>92</b>	<b>100.0</b>

Source: Researcher, 2017

The respondents were asked to indicate whether community attitude was relevant to the sustainability of social projects within church organisations. From the findings, the respondents agreed that community attitude was relevant to the sustainability of social projects within church organisations. As shown in Table 4, 54.3% of the respondents agreed that community attitude was relevant to the sustainability for social projects; 16.3% strongly agreed; 10.9 disagreed; 14.1% were undecided; and 4.3% strongly disagreed that community attitude was relevant to the sustainability of social projects within church funded projects. This implies that community attitude is relevant to the sustainability of social projects within church projects.

**Table 5** | *Number of Employees who are Members of the Local Community*

	Frequency	Percent
1-10 employees	20	21.7
11-20 employees	23	25.0
21-30 employee	21	22.8
31-40 employee	15	16.3
Above 41 employees	13	14.1
<b>Total</b>	<b>92</b>	<b>100.0</b>

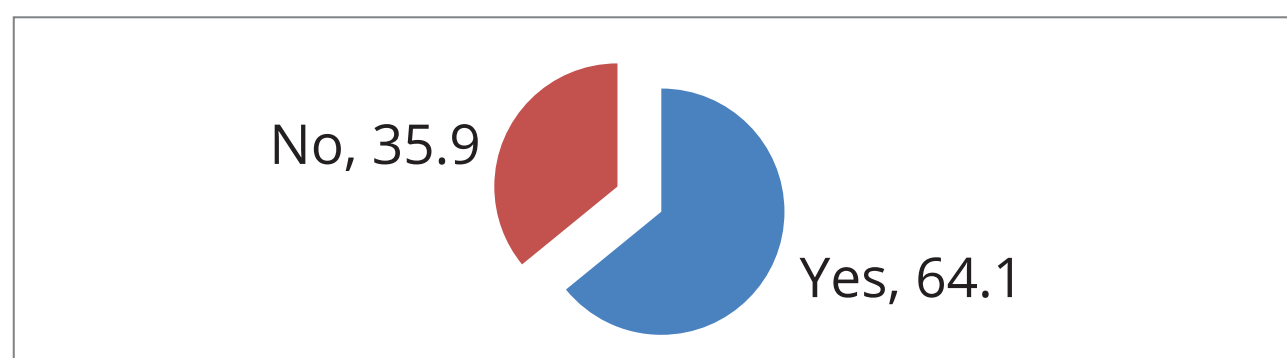
Source: Researcher, 2017

The respondents were asked to indicate the number of their employees who are members of the local community. Of the respondents, 25% indicated that they had between 11-20 employees who were members of the local community; 22.8% that they had between 21-30 employees who were members of the local community; 21.7% that they had between 1-10 employees who were members of the local community; 16.3% that they had between 31-40 employees who were members of the local community; and 14.1% that they had above 41 employees who were members of the local community. This shows that most social projects had between 11-20 employees who were members of the local community. The findings are related to findings of McGee (2002) who explained that local participation is one of the solutions to the problem of project sustainability. A participatory approach not only improves the success of the project but also makes projects more efficient and effective.

#### *The influence of project design on the sustainability*

The respondents were asked to indicate the construction or engineering project design that their internationally funded project employed. The respondents stated that they employed Construction or Engineering Projects, Experimental/Research/Measurement Projects, and Search and Find Projects.

**Figure 4** | *Agreement that Project Design is Best Suited to the International Funded Project*



Source: Researcher, 2017

The respondents were asked to indicate if the project design they employed was the best project design for their project. 64.1% of the respondents agreed that the project design they employed was the best project design for their project and 35.9% of the respondents disagreed that the project design they employed was the best project design for their project. This implies that project design employed was the best project design for their project. The findings are related to Al-momani (2010) who stated that the designers are the key players in the construction industry and their services are needed from the conception stage of the project to its completion. The performance of the designers is therefore important because any decision made at the inception of the project will affect project success and defective designs adversely impact project performance. Failure at the conceptual planning and design stages may lead to significant problems in the successive stages of the project. Design inefficiencies could lead to redesign and rework, or poor quality of projects.

#### *Influence of stakeholders on sustainability*

Respondents were asked to give their view on lack of stakeholder involvement and lack of ownership. Some respondents (32.8%) indicated that lack of stakeholder involvement led to lack of ownership of the project, which leads to detachment and a lack of concern for the project's success or failure. ; 15.5% felt that they do not have to accept projects whose activities they are not involved in; 13.8% felt that they fail to give important personal experiences for project success when not involved; 12.1% felt that failure to involve stakeholders scuttled general success of their projects; 5.2% give their support elsewhere when needed and that such projects cannot develop; and 3.4% indicated that they cannot give support to such projects.

**Table 6** | *Effects of Lack of Stakeholder Involvement in Projects*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9	1	1.7	1.7	1.7
	Acceptance	9	15.5	15.5	17.2
	Accountability	3	5.2	5.2	22.4
	essential experiences	8	13.8	13.8	36.2
	for success	7	12.1	12.1	48.3
	Ownership	19	32.8	32.8	81.0
	promote growth	2	3.4	3.4	84.5
	provide resources	1	1.7	1.7	86.2
	spreads responsibilities,	3	5.2	5.2	91.4
	Support	2	3.4	3.4	94.8
	Unwillingness to change	3	5.2	5.2	100.0
	<b>Total</b>	<b>58</b>	<b>100.0</b>	<b>100.0</b>	

Source: Researcher, 2017

The respondents were asked to indicate whether there was a way in which their decision on the direction they stated could be reversed. Of the respondents, 60.9% agreed there was a way in which their decisions on the direction they stated could be reversed; and 39.1% disagreed that there was way in which their decision on the direction they stated could be reversed. This implies that there was way in which their decision on the direction they stated could be reversed. Organisations must recognize that needs of their stakeholders are subject to change and that change needs to be adopted, so do 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).

## Conclusions

The study found that financial resources influence the sustainability of internationally funded church projects; reduction in financial resources can influence the sustainability of internationally funded church projects; alternative income generating activity/project can influence the sustainability of the internationally funded church projects; and social enterprises had an alternative income generating activity/project. The study concludes that financial resources influence the sustainability of internationally funded church projects. The study revealed that community attitude is relevant to the sustainability of social projects within Church organisations; there is a positive relationship between community attitude and the sustainability of social projects; and most social projects had between 11-20 employees who were members of the local community. The study concludes that public attitude is positively related to internationally funded projects. It was established that the social projects employed included Construction or Engineering Projects, Experimental/Research/Measurement Projects and Search and Find Projects, and that project design employed was the best project design for their project. The study concludes that project design is positively related to the sustainability of internationally funded projects. The study revealed that stakeholders of the project influence the sustainability of the project. There was a positive direction where they thought the stakeholders of a social project influence its sustainability within church organisations in Kenya, and there was a way in which their decision on the direction they stated could be reversed. The study concludes that stakeholder participation is positively related to the sustainability of internationally funded projects.

## Recommendations

The study recommends that the project is fully funded before its commencement. This will ensure that there is a well set budget for the project and also ensure that the project is finished within the set budget and time.

The project managers and senior managers should understand the attitude of the public in relation to the project. This will ensure that the project is well carried out in the set area. This can be done by explaining the benefit of the project to the community. The project managers and the entire team of stakeholders should choose the best project design for the project. The project design should be understood by all the workers who are to carry out the project to ensure that everyone understands their role and therefore carries out the project effectively. Stakeholders should participate in the project because they are the main source of finance for the projects, and they should give an opinion on the projects. This will ensure that the projects are carried out successfully.

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