

**FACTORS AFFECTING THE SUSTAINABILITY OF COUNTY GOVERNMENT
PROJECTS IN KENYA. A CASE STUDY OF MACHAKOS COUNTY
GOVERNMENT**

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DECLARATION

Declaration by the Student

This project is my original work and has not been presented for a degree in any other University

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Declaration by the Supervisor

This research project has been submitted with my approval as The Management University of Africa Supervisor.

Name... Sign..... Date.....

Lecturer Supervising

DEDICATION

This research project is dedicated to my family and my siblings for the humble time and whose support both informational and emotional ensured that this project is successful.

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ABSTRACT

The main focus of this study was to determine factors affecting the sustainability of county government projects in Kenya with respect to Machakos County Government. The objective of the study will be to find out how leadership style, financial resources, government policy and community participation on the sustainability of county government projects in Kenya. The descriptive research survey design will be used in this study. The study will adopt a descriptive research design and used stratified random sampling method since the population is heterogeneous. The target population for this study will be the workforce in the organization who will include top management, middle management, and support staff with a target population of 144 employees. The study used stratified sampling technique which involved dividing the target population into strata. The researcher used secondary information sources which were obtained through reading relevant literature available in the library, various documents, publications and reports including, journals, and magazines. The research questionnaires were administered by the researcher himself. Respondent's data was analyzed through frequency and descriptive statistics. Data was presented with aid of graphs and pie charts. From the findings, it showed that 91% of the respondents who agreed that leadership style affect sustainability of county government projects in Kenya whereas 9% disagreed. Analysis indicated that 95% of the respondents agreed that financial resources affect sustainability of county government projects in Kenya whereas 5% disagreed. The findings showed that 85% indicated that government policy affects sustainability of county government projects in Kenya whereas 15% disagreed. Lastly, 93% of the respondents indicated that employee skills affects sustainability of county government projects in Kenya while 7% disagreed that it does not affect. Building on this study, it may be fruitful for future research to explore the area of sustainability of projects from the perspective of NGO Funded Projects. The researcher also recommends that similar studies be conducted in other counties to assess the factors affecting sustainability of County Funded Projects and compare the results of the study with that of the of the current study. Other studies should be conducted on the challenges facing sustainability of County Funded Projects in other counties in Kenya such Taita Taveta and Isiolo Counties.

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LIST OF ACRONYMS AND ABBREVIATIONS

CCTV	Closed Circuit Television
CDF	Constituency Development Fund
EQ	Emotional Quotient
GDPs	Gross Domestic Product
GNP	Gross National Product
ICT	Information Communication Technology
IMF	International Monetary Fund
IQ	Intellectual Quotient
MUA	Management University of Africa
MQ	Managerial Quotient
PFM	Public Financial Management
USAID	United States Agency for International Development
WCED	World Commission on Environment Development

OPERATION DEFINITION OF TERMS

Community Participation	This is the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development by being involved in the decision-making processes in determining goals and pursuing issues of importance to them for example, the direction of services and the allocation of funds.
Financial Resources	The money available to a business for spending in the form of cash, liquid securities and credit lines
Government Policy	A plan or course of action, as of a government, political party, or business, intended to influence and determine decisions, actions, and other matters
Leadership Style	A leadership style is defined as "A set of behaviors that one consciously chooses to use that BEST FITS the situation. When the situation changes, so does the style.
Development	Accumulation of goods and capabilities that impact positively on the sustenance, freedom from servitude and self-esteem of members of a household
Sustainability	It is the ability of an implemented project of any kind to endure and be healthy beyond the project period.
Sustainable Development	It is development that meets the needs of the present without compromising the ability of future generations to meet their own needs

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

This chapter contains background of the study, statement of the problem, significance of the study, objective of the study, research questions, limitations and the scope in that order. The study investigated the factors affecting the sustainability of county government projects in Kenya.

1.1 Background to the Study

Development is considered an inherent goal for all people and societies. Economic improvement particularly has been the purpose of most societies because the ancient instances as exemplified via the works of pre-classical economists along with david hume, richard cantillon and jacques turgot (alderman, 2001; blaug, 1985; rostow, 1990). Through the eras of the pre-classical, the classical and the neo-classical, individuals, societies and governments and different stakeholders in the economies have gradually pursued economic improvement. It could certainly be argued that financial improvement is on the epicenter of economics (fafchamps, 2004).

Neither monetary development nor underneath improvement is a given state of affairs. Both seem to result from a pattern of round causation amongst monetary, political and social elements; each can be measured by way of financial indices associated with the production and productiveness of land, labor and capital. Financial improvement as it is regarded these days is however, a current phenomenon inside the study of economics. It emerged within the 1930s following the conclusion via economists that no longer all humankind lived in nations as economically advanced as western europe and north america (easterlin, 1981). This consciousness precipitated economists to searching for to apprehend disparities in the ranges of monetary improvement between nations and areas. They specially sought factors for the perceived prevalence of ‘underdevelopment’ in africa, asia and latin america in comparison to western europe and north the us. This initial awareness has made development economics to be taken into consideration synonymous to the observe of much less advanced societies in a few quarters (fafchamps, 2004).

The quest to find rational factors for the disparities on the way to broaden answers intensified inside the put up world battle ii duration. Besides the established order of the organisation and its affiliated establishments just like the global financial institution and global monetary fund (imf), led the development of non-academia move of discourse on financial development. Arguably, progress has been made both in expertise economic development and the outcomes of monetary development. However, up to now, no us of a can declare to have achieved the assignment of improvement. This could be explained partially by way of the fact that improvement is a system and no longer an occasion, whose achievement is measured alongside an open-ended continuum. This continuum locations countries at distinct levels as developed, growing and underdeveloped. The majority of the rationale may, however lie within the truth that development is itself nevertheless evolving and with it, its measures (seers, 1983; sen, 1999; todaro, 2005; manyasa, 2009).

Early improvement economists equated economic development to financial boom. As a end result, the theorists centered on financial boom, thereby generating masses of literature that shaped up into growth theories (solow, 1956; becker, 1964; todaro, 2005). At that point, development analysis focused on the evaluation of versions inside the fees of financial growth and sizes of gdp's between international locations. Improvement become conceived as improvement in the economic system's capability to regularly growth its output in terms of products and offerings and measured through the price of boom of gross national product (gnp). Earnings consistent with capita become added in fifties to govern changes in populace increase. This changed into an improvement inside the dimension of development.

In the mid nineteen fifties and sixties, growing countries skilled improvement inside the midst of familiar poverty. This brought about the all vital query of what improvement was for. This caused the broadening of the definition of improvement (todaro, 2005). For the first time, it turned into stated that development was plenty broader than monetary growth (schultz, 1981). Following this acknowledgement turned into a redefinition of monetary improvement to consist of discount in poverty, unemployment and inequality, except growth in gnp.

Although many many years have exceeded for the reason that acknowledgement of poverty as a core factor of improvement, poverty continues to persist in developing nations. This fact has challenged the tiers of increase theories of monetary development, which regard underdevelopment as a non permanent level in development (rostow, 1960). Poverty has also defiled treatments from the world bank and imf. Neo-marxist theories that blame much less developed international locations' poor financial growth on interference from evolved international locations has been defeated via empirical results (mankiw, et al., 1992; duflo, 2004)

There's need to sustain financial development. This may assist most of the arena's negative populace who now live in center-profits international locations. The poor population is suffering not due to the fact there isn't sufficient in their economies however due to the fact wealth and sources are in the arms of the rich. Further, this move could go a protracted manner to eradicating poverty even in a low growth situation (shaheen, 2014). Most governments after employing understanding disasters of the technocratic rules in maintaining improvement have as an alternative shifted to the devolved system which has trickle down effects. Some of the benefits of tickle down outcomes include the policy in reality reaping rewards the running elegance first. Sowell, 2015 continues that because the rich invest to be able to make a income, they spend the money first on costs of the business venture. These rich traders should pay employees, for that reason growing jobs, earlier than they can assume to see any earnings. Therefore, it is the employees who receive the maximum instant alleviation.

New counties had been allocating price range for tasks inclusive of; drainage development road maintenance, ict projects along with cctv cameras. Funding is the act of providing resources, commonly in shape of cash (financing) or different values together with effort or time (sweat equity). For a task a person, a business or any other personal or public establishments. The process of soliciting and accumulating fund is known as fundraising. Resources of funding include credit score, task capital, donations, grants, financial savings, subsidies, and taxes.. Investment such as donations , subsidies and grants that have no direct requirement for return of funding tar defined as "smooth

funding” or “crowd investment” investment that centers the trade of fairness ownership in a enterprise for capital.

Sustainability means that society have to use no extra of a useful resource than can be regenerated. This could be described in phrases of the sporting potential of the atmosphere (hawken, 2003) and described with enter-output models of useful resource intake. Unsustainable operations can be accommodated for either by means of growing sustainable operations or by means of making plans for a future missing in assets presently required. In practice agencies generally tend to aim in the direction of sustainability with the aid of increasing performance in the manner wherein resources are applied.

It's miles the middle of organizational effectiveness and related to all other key components. Sustainable strategies have to therefore be considered inside the areas of strategic path, non secular values, moral values, governance, control practices, human assets, impact of service delivery, financial sources and outside members of the family. Sustainable corporations had been located to have at a minimum: a clean venture and strategic course, the necessary skills to attract sources from a selection of nearby and global sources, abilities and ability to manipulate assets successfully and correctly and any effort at organizational regeneration (ogre and gitoho, 2005).

These observe examined the factors that affect sustainability of county government projects in kenya by means of analyzing initiatives in machakos county government. Other reviews from one of a kind improvement projects from specific counties are considered and used as similarly guide for the research outcomes won

1.2 Statement of the Problem

Government's institutions which are public group are very involved in initiatives in kenya. The purpose of this observe became to be to research at the elements affecting funds in authorities projects in kenya, there are some factors which are both negatively or positively effecting the investment of presidency projects in kenya, the elements included financial management this makes the tasks no longer to be completed. Additionally it turned into used for the duration of the projects brought about be inconvenienced in

topping up different finances, additionally the county government ought to ensure that the set finances for the task was appropriate to finish the tasks. Projects contain finances and therefore from time to time there emerges a few unethical issues inclusive of corruption, is find of price range and misuse of sources.

There has been a sharp controversial debate on sustainability nexus with little consensus. The empirical literature is split with a few research showing that extra sustainability is related to advanced task and tremendous superb results (isham and kahkonen, 1999), others showing that project sustainability results in development initiatives which might be greater aware of the desires of the bad, extra responsive authorities and better shipping of public items and offerings, better maintained network property, and a more knowledgeable and involved citizenry (mansuri and rao, 2003), others that undertaking sustainability is related to better assignment consequences (khwaja, 2003).

1.3 Objective of the Study

1.3.1 General Objective

The main purpose of the study was to investigate the factors that affect sustainability of county government projects in Kenya.

1.3.2 Specific Objectives

- i. To find out the effect of community participation on sustainability of county government projects in Kenya.
- ii. To investigate the effect of financial resources on sustainability of county government projects in Kenya.
- iii. To examine the effect of government policy on sustainability of county government projects in Kenya.
- iv. To find out the effect of leadership style on sustainability of county government projects in Kenya.

1.4 Research Questions

- i. How does community participation affect sustainability of county government projects in Kenya?

- ii. Do financial resources affect sustainability of county government projects in Kenya?
- iii. How does government policy affect sustainability of county government projects in Kenya?
- iv. Does leadership style affect sustainability of county government projects in Kenya?

1.5 Significance of the Study

The study will be of great significance to the various institutions since the issues regarding sustainability of county government projects in Kenya have been established. The study has highlighted a full description of these issues, their causes and how they influence sustainability of county government projects in Kenya, hence will make it possible to pinpoint the crucial areas that need much attention when executing or undertaking projects in the county governments.

The study will also be of importance to various scholars, students and researchers who might be involved in research activities on the sustainability of county government projects in Kenya. The documented report of this study will be easily acquired from the library and it will equip the learners with more knowledge the same subject. This will lead to development of further research activities that will address other factors that will not be addressed by this study, hence providing more effective solutions.

1.6 Scope of the Study

The scope of this study was limited to sustainability of county government projects in Kenya with reference to Machakos County Government. The target population for the study was on hundred and seventy four (174) respondents and a sample size of 87. The research was confined to different departments in Machakos County Government and it was conducted in between the months of April to July 2018.

1.7 Summary of the Study

This section briefly describes what has been in chapter one. It contains the background of the study regarding the topic under study. The statement of the problem is also clearly

indicated. The chapter also has both the general objective and the specific objectives of the study. Lastly, it's the significance and the scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review is the process of identifying, evaluating and presentation of all the relevant information and so on. It helps a relevant methods and procedures used in previous studies. This chapter is therefore devoted to the review of literature related to the problem. It entails the theoretical review, empirical review, summary of the reviewed literature, and lastly the knowledge gaps. The review mainly concentrates on clarifying issues related to agency banking model to enable performance as observed by other researchers and scholars.

2.1 Theoretical Review

2.1.1 Resource Based View Theory

The core premise of the aid-based view is that organizational resources and capabilities can vary drastically throughout firms, and that these variations may be solid (kiprono and daniel, 2016). Corporations with better competitive benefit generally tend to create a feel of confidence in stakeholders that their guide, whether or not financial or otherwise, could be valued and put into motion. The aid-primarily based view in outsourcing builds from a proposition that an employer that lacks important, unusual, specific and organized sources and capabilities, shall seek for an outside provider in order to triumph over that weak spot (muller, 2012). Stakeholders will want to be concerned in initiatives which have the assets to be had properly managed. Outsourced assets have a tendency to facilitate the discount of prices of the complete project. Thus, stakeholders can be convinced that the venture managers are working towards the fulfillment of the mission at minimal charges for optimum application and gain. In the context of the present day have a look at, the county government - funded initiatives, in keeping with task management, go through transformation. In this situation, the initiatives' inputs are in shape of price range they get from the county government ministry of finance and planning.

The budget are purported to be implemented so as for the initiatives to be correctly finished. The outputs as illustrated by means of the challenge control theory are exemplified through the completed county authorities initiatives. The performance in the case of the aforementioned projects is measured through how efficiently the initiatives are completed. Crawford, (2010) examine found out that undertaking managers do not necessarily have the desired competence or carry out the total activities required to sell and implement the changes that they're leading as part of their projects.

2.1.2 Co-evolutionary Theory

Lewin (1999) states that as companies develop and evolve from small to large and multidivisional organizations, this also suggests that method implementation methods additionally evolve simultaneously. Brodwin (1984) states that various approach implementation models are intended to fulfill the changing needs of corporations as they evolve via diverse ranges of the organizational life cycle. In comparison to the sooner descriptive models, this model is more prescriptive with an, albeit confined, empirical foundation. Their studies highlight three of bourgeois and brown's (1984) classifications of method implementation styles: change, collaborative, and cultural. Now not all companies enforce their techniques in an equal manner; though, research investigating the differing types of implementation is scarce. For his framework of implementation fashion; but, this is very lots an evaluation of the psychological style of individuals within the company.

Greater recently, parsa (1999) utilized brodwins (1984) class of approach implementation types. Most of the people of extant taxonomy models in implementation tend to be normative in nature (parsa, 1999). Instead, they're advanced from the organizational statement and as such, come to be context unique and often lack any broader theoretical grounding (hooley et al., 1992). In comparison, brodwin's (1984) model is complete, is based totally on specific theoretical assumptions and has been used by authors which include parsa (1999). Brodwin (1984) to refute the conventional approach to implementation as without a doubt an accessory to the approach system phase of the approach technique. Alternatively, they contend that strategy implementation evolves either from a procedure of winning institution commitment through a coalitional shape of

selection-making or due to the whole coalitional involvement of implementation staff through a sturdy company lifestyle.

2.1.3 Lewin's Change Management Theory

A number of companies have used Kurt Lewin's principle to apprehend human behavior on account that it's far related to exchange and patterns of resistance to change. Commonly known as Lewin's pressure subject evaluation, the model encompasses 3 wonderful stages known as unfreezing, moving and freezing or refreezing (Bozak, 2003). The intention of the model is to identify elements which could hinder alternate from occurring; forces that oppose change often called restraining or 'static forces' and forces that sell or drive exchange, referred to as 'driving forces'. When the circle of relatives planning initiatives absolutely recognize what behaviors power or oppose alternate, then paintings to bolster the superb using forces, change can arise correctly.

In Lewin's first 'unfreezing' degree, understandings of the problems related to the recognized hassle are sought and techniques are developed to bolster the driving forces and weaken or lessen the restraining forces. Unfreezing includes identifying key gamers to be able to be struck by the change and gathering them collectively to speak ideas and create lists of all riding and static forces on the way to have an effect on the undertaking (Bozak, 2003). The second 'moving' stage is in which the real alternate in practice takes location as a result of equalization of the opposing forces, thereby allowing the driving forces to aid the alternate. On this degree, implementation of the challenge produces the trade favored, so it's miles essential to keep to preserve traces of conversation with the stakeholders providers open. Sooner or later, once the desired change has took place, the 'refreezing' stage may be used to assess the stability of the trade and the general effectiveness within exercise.

2.1.3 Stakeholder Theory

Stakeholder concept states that businesses have relationships with many constituent corporations and they can engender and hold the guide of these corporations through considering and balancing there relevant pursuits (Kirsi, 2010). Kirsi (2010) asserted four premises of the stakeholder concept that; groups have relationships with many constituent agencies (stakeholders) that have an effect on or are affected by its decisions, the idea is

also worried about the nature of those relationships in terms of both methods and consequences for the firm and its stakeholders, that the hobbies of all (legitimate) stakeholders have intrinsic fee and not one set of hobbies is believed to dominate others, and subsequently the principle specializes in managerial decision making. Primarily based at the argument of the device of the strength of this theory, a corporation using stakeholder approach can have improved organizational overall performance in terms of economics and other criteria (hasan & kamil, 2010). After analyzing stakeholder principle they concluded that the guide of key stakeholders turned into vital for mission fulfillment and therefore the achievement of applications. This suggests that managers ought to on the only hand manipulate the corporation for the advantage of its stakeholders so one can ensure their rights and participation in choice making and on the other hand the management must act as the stockholder's agent to ensure the survival of the firm to shield the long-term stakes of each organization.

It becomes revealed that what is considered as a constraint in assignment control may be categorized in to 4; as political constraints (such as defined vision, mission, scope of tasks), technical constraints (which include skills, technologies, current infrastructure and herbal situations like geology, panorama and climate), social constraints (including codes of conduct, organizational hierarchies, personal relationships and popular/expected behaviors) and administrative constraints (together with budgets, task schedules, scope, written contractual agreements among others).

2.2 Empirical Review

The history of idea sustainability may be traced returned 1970 and later popularized by means of the global commission on environment improvement (WCED) a branch of United Nations. In the WCED record namely our not unusual future, the concept sustainable improvement and sustainability began to take shape and later became popular with environmental conservation. According to WCED, sustainable development is an improvement that meets the needs of modern-day technology without compromising the potential of destiny generation to fulfill their own desires (WCED, 1987). In the context of this look at, therefore, the concept sustainability are set human beings being able to maintain and preserve the undertaking or programme outcome with the aid of their

personal assets or assets whilst no longer compromising the needs of the future era. Sustainability is set human beings living in harmony with their surroundings which include nature and each other (mbiti, 1996). Sustainability idea brings the issues of 3 pillars of sustainable improvement specifically financial, social and ecological development. The influence of the idea sustainability has elevated notably in the neighborhood, national and global development applications inside the twenty-first century. The concept is now famous in Africa and extra so in Kenya wherein improvement proponents and regulator champions for sustainable making plans and improvement in all sectors.

2.2.1 Community Participation

The world over, assets for social welfare services are shrinking. Populace pressures, changing priorities, economic competition, and demands for more effectiveness are all affecting the direction of social welfare (ben, 1994). The utilization of nonprofessionals thru citizen involvement mechanisms to deal with social issues has come to be greater common.

Powerful community participation may also lead to social and personal empowerment, financial improvement, and socio-political transformation the difficulty of sustainability referring to development sports commenced to become crucial to authorities, donors and improvement theorists from the nineteen eighties. The importance of the notion of sustainability may be visible from the manner sustainability is used as one in all 5 yardsticks in evaluating development interventions (brown, 1998).

Furthermore, subject with the difficulty of challenge sustainability also comes from the mounting pressures from domestic constituencies to extensively reduce or probable halt overseas resource packages collectively (brown, 1998). Those pressures have made governments, donor groups and improvement workers begin to think about the effectiveness and the price of aid being introduced to third international countries during the last many years. Donor groups and development people are involved that resource being added appears to offer few advantageous impacts to the recipient international locations. In maximum instances, the advantages of improvement projects or packages additionally seem to give up with the withdrawal of presidency or foreign assistance from

the tasks or programs. The USAID and global bank's publish evaluation display that most people of improvement interventions have low levels of sustainability after the completion of the venture (goldsmith, 1992).

This has created the demand for governments and donors to finance projects that help beneficiaries come to be independent sooner or later inside the future, as opposed to giving them charity that is unsustainable which results in dependency on governments and donors (bossert, 1990). The increasing functionality of community so that you can satisfy their own desires and hold the benefit of the project also contributes to the eradication of poverty and starvation in the lengthy-time period (picciotto, 2002). There are numerous definitions of sustainable improvement, which includes this landmark one that first seemed in 1987: "development that meets the wishes of the present with out compromising the capacity of destiny generations to meet their very own wishes". The capacity of an organization to develop a approach of boom and improvement that maintains to characteristic indefinitely (global financial institution, 1992)

There are numerous approaches of defining sustainability within the context of development initiatives which depend on the views and priorities of the stakeholders (cannon, 1999). Sustainability can be described as the capacity of a gadget of any type to undergo and be wholesome over the long term. A "sustainable society" is one this is healthful, essential, resilient, and able to creatively adapt to converting conditions over time. Sustainability also can be described because the persevering with of challenge advantages past the task duration, and the continuation of neighborhood action stimulated with the aid of the undertaking, and the generation of successor services and tasks because of challenge-constructed local capability (honadle, 2001). The venture is considered to be sustainable inside the brief term when "the mission sports and benefits persevered as a minimum 3 years after the existence of the undertaking". That is the distinguished definition so as to be followed for this take a look at.

For sustainable development to be found out, the community must play a function (pearce 1994). Sustainable improvement need to be described by way of human beings themselves, to symbolize an ongoing system of self-realisation and empowerment. The network is supposed to be introduced into awareness through participation. Without the

community becoming each the architects and engineers of the concept, sustainability of the undertaking might not be finished since the community is unlikely to take obligation for something they do now not personal themselves. (redclift, 1992)

2.2.2 Financial Resources

The county government performs a fundamental feature in county development initiatives' investment, initiation, implementation and control. It provides the enabling policy and felony environment for the regulation of budget and the procurement of goods, works and services. The ability of the new counties to create wealth and beautify welfare consequences in their residents will depend upon how well they're able to leverage the endowments, herbal and in any other case, within the countrywide, regional and international operating contexts. Attracting the jobs that enhance welfare for residents will not be executed via lone ranger efforts. Experience some other place indicates that to prosper, a nation, and therefore our counties have to leverage four key property; innovation, human capital, infrastructure and fine locations. Given the extent of inequalities between and within Kenyan counties in addition to near kinship linkages among a number of them, it's miles feasible to do not forget competitiveness and complimentary within clear cooperative and collaborative frameworks. Such an arrangement responds to the application of the cluster idea to regional and country wide competitiveness. (ogindo, 2006)

The government can also create the want to participate in records sharing platforms to speak about development progression in their counties. Their individuals of county assemblies preserve watch at the performance of county development packages. Preferably county assemblies want to call for county governments' accountability (busiinge, 2010). Maximum donors consisting of the country wide authorities gives regulations to their investment consisting of, among others, sound financial control systems in place, precise management with integrity, knowledgeable group of workers with enjoy and the strategic plans of the county governments. County governments with out the requirements cannot entice donors and national authorities for investment in some tasks. Precise donors will assess the capacity of the organization's structures and systems to handle budget before funding them (ali, 2012).

Additionally they recall if the potential recipient has relevant skills and knowledge to satisfy deliverables (Ali, 2012). The aggregate county governments price range for FY 2015/2016 amounted to KSh.365.51 billion and comprised of KShs. 202.16 billion (53.3 percent) for recurrent expenditure and 163.35 billion (44.7 percent) for development expenditure. The split among annual development and recurrent expenditure price range conforms to the general public finance requirement that at least 30 percent of price range be allotted to development projects. If you want to finance budget, county governments anticipate to get hold of KSh.259.77 billion as equitable percentage of sales raised nationally, KSh.3.6 billion as conditional allocations for, KSh.4.5 billion as conditional allocation for leasing scientific system, KShs. 3.3 billion as conditional allocation from road renovation fuel levy fund, 844.71 million from government of Denmark via the Danish International Development Organization.

All through the primary nine months 2015/2016, the county governments received KSh.158.88 billion as equitable proportion of revenue reviewed from countrywide authorities. All allocations acquired were now not because the predicted amounts. It's far cited that the network is minimally worried in the allocation of the county finances to selected initiatives, and those current structural weaknesses could probably assist to give an explanation for the lack of transparency in allocation and usage of the county fund particularly the ones allocated to improvement activities. With the case of CDF which operate under comparable structures, numerous weak points constituted had been diagnosed. The weaknesses appear to revolve around troubles of the CDF allocation, mission identity, distribution, management, network participation in mission design, prioritization, and tracking and evaluation. Moreover 4% of the overall CDF finances allotted to the monitored initiatives inside the identical FY were on deserted tasks. On the other hand, 8% of the allotted finances inside the equal FY have been unaccounted for. Funds allocation is prime in all projects hence need to receive final importance.

Task fees and venture budgets are different things. Always begin via identifying challenge prices. Assignment expenses aren't defined entirely in economic quantities. Include actual quantities, with delivery and taxes, for software or hardware purchases that should be made. As soon as the cost is laid, become aware of your dangers and assign a

percent reflecting how an awful lot every hazard thing may have an effect on the task as an entire, or a portion of the task. Each improvement team ought to have a danger value assigned to it, to cover reasonable prices which include hiring the occasional contractor to get a timeline below manage, unexpected overtime, and so forth. (peter f, 2003).

Kenya is rising from a state of negative governance validated through huge corruption, ethnic conflicts, lack of confidence, political uncertainty; and poverty amongst others. Bad governance has led to, among other bad effects, the alienation of massive portions of the society from the mainstream economic system; the squandering of public resources main to low stages of improvement and massive belongings, ethnic animosity due to perceptions of historic injustices and cut-throat political worker talents and intolerance. The war for constitutional reforms has its roots inside the preference to correct the deficiencies in the governance framework of the u . S .. A imperative goal of the battle has been the healing of strength to nearby communities to manage their affairs in particular in matters of neighborhood development (busiinge, 2010).

Ogindo (2006) the budget then is the whole of the prices, as transcribed into monetary figure, plus the full dangers percentage of that price. By defining conversation values that you use to represent equipment seasoned-rating and improvement times. Your finances isn't always an invoice. Once you've got decided the difficult figures concerned, go away it up on your company's commercial enterprise representatives to make adjustments for profits. Ensure they apprehend your figures reflect real expenses. A budget should always be classified as an estimate, until it is finalized and authorised. This helps to manage expectancies and save you miscommunications form being written in stone.

For longer tasks and smaller groups, it is going to be higher; for shorter projects and larger teams, it is going to be lower. It is everyday to your overall threat assessment to be among 20 and 30 percent of the whole challenge value. Your real overall hazard percent will rely on your enjoy in comparing the team and the pending effort. If, after calculating an estimate, your numbers are coming out too high, observe other initiatives via your agency. Did they certainly fall within their budget? If no longer, your numbers can be justified. If so, you will be giving your team too little credit score. Rectify task-to-venture discrepancies before presenting your estimate to the task driving force (peter, 2001).

Precise economic management's structures and processes for tracking useful resource utilization are important for a branch to make effective use of its resources. Effective making plans and economic manipulate will assist departments to: make certain the green and effective use of resources, make sound enterprise selections, show accountability and take remedial action wherein needed (peter, 2001).

2.2.2 Government Policy

This is the authorities frame of the kingdom. It could be a system by means of which a community is governed. The government or state units guidelines of conduct and enforces them to govern and modify the behavior of people, to protect their property and contractual rights with an get admission to securing justice, nonviolent and social security. Since the cost gadget of society maintain on changing the law additionally maintain on converting according to proper and obligations of mercantile assets. It includes laws regarding numerous agreement, partnership, organizations negotiable gadgets, insurance carriage of products and so on. This ensures that the criminal transactions are the most effective transactions taking location and to shield the customers (tulsan, 2000).

The developing cognizance on governments to put in force public infrastructure initiatives as the main platform to gain public consider and support has increased coverage pastimes within the equal area. Kerr (2001) whilst searching at tasks dealing with policy caused era adoption, notes that authorities departments and initiatives enforcing corporations depend on these rules to ensure that public infrastructure mission meats positive pre-situations and submit-conditions. Even as the guidelines do now not make it obligatory for the venture initiators to include the challenge recipients, kerr and newell argue that the rules need to reduce across the undertaking's sectorial engagement a good way to meet the pre-and-post- requirements. Governments broaden guidelines which might be geared towards mass implementation of big infrastructure projects with the principal aim of pursuing social goals and to correct society disasters and promote monetary performance.

Similarly, in the implementation of initiatives, rules are developed to obtain the dreams of redistribution of sources from one group of humans to any other group to reap

identical level improvement. This in line with kaiser and ahleman (2010) must be completed at the minimum fee. (otieno et al, 2010) opined that an excellent coverage on undertaking implementation have to attend at the undertaking's effectiveness, wherein the projects implementation possibilities have to meet the institutional, regulatory and socio-economic goals of the recipients in a way this is suitable to the proponents of the task. Moreover, a very good policy needs to endorse for effectiveness which involves the task to be as fee effective as possible, honest dealing, in which the stakeholders must be treated similarly without discrimination or prejudice consisting of protection of confidentialities of the mission where necessary (otieno, 2010).

Ashley et al (2007) did a take a look at at the analysis of venture implementation achievement and concludes that powerful undertaking implementation is repeatable and calls for a first-rate deal of political intervention to be the ineffective and aggressive role. They identify making plans effort; project team motivation; undertaking supervisor aim commitment; mission supervisor technical skills; manage machine, and scope and work definition wish political intervention. It becomes determined out that political intervention and contractual preparations can be not noted of the achievement equation. In other phrases, task achievement isn't decided exclusively by means of the assignment manager, monitoring, and manage efforts without political intervention.

The constitution of kenya 2010 has delivered essential changes inside the manner public price range are controlled. These modifications had, alas, obtained little or no attention previous to the referendum and the subsequent promulgation of the charter in august 2010 (kirira, 2011). Previous to the new constitution, the authorities financial management act no. 5 of 2004 aimed at streamlining the management of presidency financial affairs, and furnished for folks to be responsible for government resources. This act has now been repealed into the public economic control act 2012. The public financial management (pfm) act is an act of parliament meant to provide for effective control of public price range by the countrywide and county governments. In developing the pfm act, parliament becomes keenly privy to the significance of getting an excellent pfm gadget in figuring out the achievement or failure of devolution.

In phrases of economic management on the county degree, part iv of the pfm act offers the county government the prison responsibility to manage the budget allotted by the countrywide government. Further, it establishes county treasuries, a move that typically devolves public finance control. It stipulates that each county government adheres to the concepts of public finance as set out in chapter 12 of the constitution of kenya 2010. The county govt committee is required to study standards of collective duty in exercising their features underneath the act. Moreover, decisions are to take focus of article 216 (2) of the constitution, which mandates the commission on revenue allocation to make pointers at the financing of, and economic control with the aid of the county authorities.

The responsibilities and powers of the county treasury are elaborated in phase 104-108 of the act, which discusses the overall obligations and powers of a county treasury. The national government will 2nd a few groups of workers to the counties to decorate capability, as can be necessary for the county treasury to better carry out its functions beneath the act. The county treasury is to manage public price range in accordance with the principles of monetary responsibility set out in subsection (2) of the act. The county treasury for every county is to ensure that each one money raised or obtained with the aid of or on behalf of the county government is paid into the county revenue fund, except money this is mentioned in subsection 2a-c. The act allows the county govt committee to establish the county government emergency price range, as a way to include cash every so often appropriated via the county meeting through an appropriation law. The purpose of an emergency fund is to enable payments to be made in respect of a county while a pressing and unexpected need for expenditure for which there may be no precise legislative authority arises. Authority is conferred to the county executive committee to make bills from emergency funds (pfm act, 2010).

The key duties of government regarding the county budget system are elaborated in segment 117-118. The county treasury is to put together and put up to the county govt committee the county economic method paper for approval. The county treasurer will then put up the approach paper to the county assembly for approval. Therefore, the principle of responsible economic control with clean monetary reporting is upheld (pfm act, 2010).

The authorities have to make certain that there are people capable to do the responsibilities on the county level. The government will have to submit officers who might be capable of healthy the capabilities required, and the general public provider has come up with requirements for these positions. The county secretary is mirroring the contemporary function of everlasting secretary. There are ministry officers who may be posted to the county to carry out technical responsibilities associated with the ministry. These will no longer be personnel of the governor. Of education is a demand for staff. There's need for political right will at both countrywide and county stage proper from the beginning (alphones, 2009).

Njoki (2013) asserts that rules should aid venture implementation by using upholding the integrity of the undertaking to make sure knowledgeable decision making which requires public infrastructure initiatives to base their implementation on accurate data and make sure fundamental necessities are met. On the other hand, calls for transparency to decorate public infrastructure projects openness and clarity. The primary targets of government policies consequently are to link public infrastructure initiatives planning, budgeting, and reaching monetary necessities at some stage in the implementation procedure. (macharia and ngugi, 2014) whilst reading the determinants of a hit completion of power tasks in Kenya energy and lighting fixtures company notes that government policies on mega tasks play a greater position because it affects the size, shape, conduct, and performance of the government entity at some point of implementation technique.

2.2.2 Leadership Style

In keeping with doh (2002), leadership is a government function in a company and that it is a manner that has an impact on others. But, (munshi et al., 2005) argue that leaders are important in any respect stages of enterprise and may emerge at extraordinary levels inside an employer (newton, 2009). Management may be practiced by any individual at unique levels inside an business enterprise (riches, 1997) regardless of the location of hierarchy of that character inside the organization (bass and riggio, 2006). Management is likewise stated to be worried with the capacity of a character to persuade the behaviour of others with a view to address the desires of the chief (fellow's et al., 2003). (ferdig, 2007)

describe leaders as people who inspire a shared imaginative and prescient, construct consensus, provide course and foster changes in beliefs and movements amongst fans had to gain the dreams of an enterprise.

The huge concept of management can be summarized in 3 interrelated domain names: personal traits of the chief, leadership style and situational theories [4]. In different words, leadership is a dynamic behaviour and a pacesetter's position with regard to an ideal style varies with exceptional occasions and trends. Consequently, no ultimate management behaviour exists and the numerous approaches that leadership has been conceptualized will have an effect on "the connection amongst leaders and followers who intend actual modifications and outcomes that mirror their shared purposes". Consequently, managing speedy, complex, and frequently discontinuous change calls for effective leadership. Despite the fact that the significance of management has been seemed as a achievement element for organizations, in regard to venture context there have nevertheless no longer been sufficient empirical research on the affiliation among management style and project success, in particular inside the context of sustainable production. However, basic assignment achievement consists of numerous dimensions that depend upon the manager's management style and competences. Corresponding to the competence school of leadership, performed a comprehensive evaluate of contemporary theories and decided fifteen leadership dimensions that can be grouped beneath two competences; intellectual (iq) and managerial (mq), and a personal characteristic dimension named emotional and social dimensions (eq) (ferdig, 2007).

Transformational and transactional management are also the 2 most important leadership styles on which we've targeted on this have a look at. On the one hand, transformational leadership refers to leaders focusing on assembly the higher-order intrinsic needs of their followers, ensuing in fans figuring out themselves with the wishes in their leader. It has 4 dimensions: charisma (or idealized affect), inspirational stimulation, highbrow stimulation and individualized consideration. On the other hand, transactional leadership refers to leaders that specialize in pleasurable the extrinsic needs in their subordinates, such a focus consequences in the subordinates acting the duties that their chief requires. It includes contingent rewards and management with the aid of exception.

The effects that specific forms of management may have on innovation range within the literature. The transformational leader motivates the personnel to strive for the collective goals, and stimulating fans' recognition and expertise in the direction of the organizational imaginative and prescient. For instance, (bass and riggio, 2006) advised that transformational leadership enhances the creative effort in a company and contributes to the innovative intention. Transformational leadership is a strong supporter of the unconventional matters that foster innovation and improve overall performance. In line with bass and riggio (2006) a frontrunner having a contingent reward behavior might reap employees' previous settlement on the job to be accomplished in exchange of rewards for delivering the overall performance inside a time body. Furthermore, a frontrunner promoting an active management by way of exception supervises employees, identifies errors or mistakes, after which takes corrective movements. Moreover, the assignment' achievement partially depends at the supervisor's management style for this reason the management has a amazing have an effect on on the overall performance of the project. Thus, it's miles commonly believed that transformational management and transactional leadership may have a full-size and superb effect on organizational overall performance, in particular at the innovation performance in the undertaking-primarily based enterprise.

Innovation is one of the maximum understanding-in depth activities. Know-how-extensive activities are simultaneously important for innovation within the enterprise operation technique and allow interplay and promote the relationship among actors within the business enterprise. Information management is a pre-needful for developing, sharing, and storing creative ideas (ferdig, 2007). Powerful management performs a widespread role in promoting a supportive climate for exposing know-how into employer innovation. Know-how management refers to all managerial activities which facilitates individuals in the enterprise to create new understanding and percentage this knowledge with others in order to enhance the performance of the enterprise. Each knowledge sharing and information software were recognized to facilitate the introduction of latest thoughts and approaches in order that it may enhance the performance of the groups.

Furthermore, birasnav (2002) proposed that know-how control plays a mediation function in the relationship between transformational management and organizational performance, whilst controlling the impact of transactional management. Hence, transformation leaders nurture the intrinsic desires to share expertise at the same time as transaction leaders contain in presenting rewards to share understanding. It's also predicted that such leaders enhance innovation performance of the challenge-based organization through the process of understanding sharing inside the initiatives.

2.3 Summary and Research Gaps

The literature reviewed delivered to mild the reality that sustainability of county funded tasks involves giving stakeholders an active position in the implementation and management of tasks because within the present day conditions there may be low stakeholder involvement. No matter this, gaps were diagnosed in the literature of a few authors. As an example koenig and schultz (2010) stated that sustainability is tough to achieve and not using a assist and involvement of stakeholders. This is because of their have an impact on layout and implementation of county funded projects. They considered the tremendous aspect of the problem simplest and assumed all stakeholders have been sincere and cooperative. The fact that a few stakeholders misuse assignment sources main to lack of sustainability changed into not considered. Most authors in popular did not notice that culture was also a component influencing sustainability of projects at both countrywide and neighborhood ranges and no longer simply at character level.

2.4 Conceptual Framework

The conceptual framework provides explanation concerning the relationship between independent and dependent variables

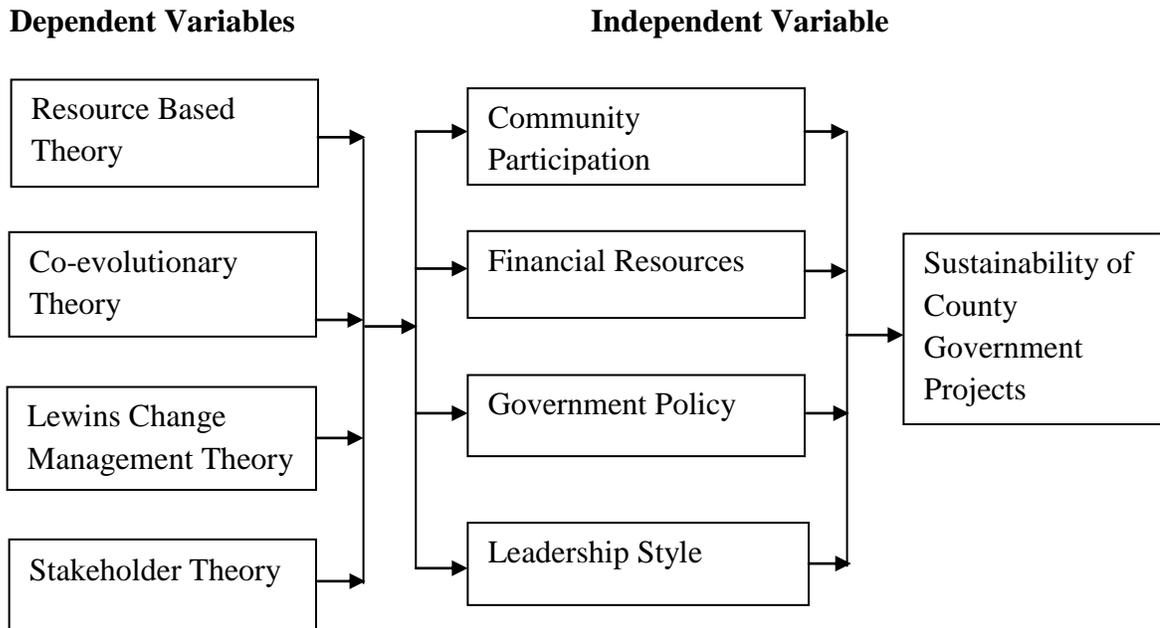


Figure 2.1 Conceptual Framework

2.5 Operationalization of Variables

2.5.1 Community Participation

The significance of the perception of sustainability can be seen from the manner sustainability is used as one in every of five yardsticks in evaluating development interventions. Furthermore, concern with the difficulty of task sustainability also comes from the mounting pressures from domestic constituencies to significantly reduce or probable halt overseas useful resource packages together. Donor establishments and development people are worried that useful resource being added seems to provide few superb affects to the recipient nations.

2.5.2 Financial Resources

The authorities might also create the need to take part in statistics sharing structures to discuss development of their counties. Their contributors of county assemblies keep

watch on the overall performance of county development programs. Preferably county assemblies need to call for county governments' duty. Most donors inclusive of the countrywide government offers restrictions to their funding which include, amongst others, sound financial control structures in region, good leadership with integrity, knowledgeable body of workers with revel in and the strategic plans of the county governments. County governments without the requirements cannot attract donors and countrywide government for funding in some tasks. Precise donors will verify the potential of the business enterprise's structures and systems to deal with price range earlier than investment them

2.5.3 Government Policy

Similarly in implementation of tasks, rules are advanced to achieve the goals of redistribution of assets from one group of human beings to another institution to obtain identical level improvement. A perfect policy on venture implementation should recognition at the project's effectiveness, in which the tasks implementation potentialities have to meet the institutional, regulatory and socio-financial desires of the recipients in a way that is suitable to the proponents of the venture. Furthermore a great coverage ought to propose for effectiveness which entails the mission to be as value powerful as viable, fair dealing, wherein the stakeholders should be handled similarly without discrimination or prejudice together with protection of confidentialities of the venture in which important

2.5.4 Leadership Style

Even though the significance of leadership has been appeared as a achievement aspect for corporations, in regard to mission context there have nonetheless no longer been sufficient empirical studies on the association among management fashion and task success, in particular inside the context of sustainable production. However, typical challenge achievement consists of several dimensions that depend upon the manager's management fashion and competences.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

Research methodology offers an explanation into what type of research this study is all about. It also defines the population of the study and the specific sampling techniques to be used, data analysis and collection methods. The chapter also includes design, pilot study, validity, reliability and ethical consideration.

3.1 Research Design

A general layout that the researcher uses to reply to analyze questions is called research design. Orodho (2005) defines studies design as trendy format this is used to reply research questions. This study followed descriptive research layout. In line with (cooper & schindler, 2008) descriptive design is a technique of locating out, what, where and how an incident befell.

Descriptive studies design is suitable for studies which have specific issues in which troubles have been defined (mugenda and mugenda, 2003). The observe sought to explain a situation via the have a look at of variable relationships. The study describes and defines the situation remember with the aid of profiling troubles under have a look at (cooper & schindler, 2008). It also helps the researcher to seriously analyse the hassle in question with a view of drawing more detailed and unique statistics about the concern that may be beneficial to the control. Most customarily than not, it's far used as a precursor to more statistical research because it gives a few treasured pointers as to what variables are worth trying out quantitatively.

3.2 Target Population

Mugenda and Mugenda (2003) described target population as common set of study units which the researcher wishes to generalize results. Target populations are units that have observable characteristics that the study uses to generalize the finding. The research study targets were the staff in Machakos county government.

Table 3.1: Table Showing Research Study Population

Category	Target Population	Percentage
Senior Management	10	7
Middle Level Management	24	13
Non- Management staff	140	77
Total	174	100

Author (2018)

3.3 Sample and Sampling Technique

A sample is described as subject of a populace that has been decided on to reflect or represent characteristics of a populace (Kothari, 2009). Cooper and Schindler (2008) a sample frame is a fixed of facts used to discover a sample population for statistical remedy, the pattern frames includes identifying facts on traits of the person to useful resource in statistics analysis and permit for department of frames. Johnson and Turner (2009) define a pattern body as the set of source substances from which the sample is chosen. Their definition additionally encompass the motive of sampling frames which offer a way for deciding on the particular individuals of the target populace which can be interviewed within the studies examine. They have a look at used stratified sampling method which includes dividing the target population of 184 respondents into strata and the pattern size for use become ninety two respondents. This method is suitable because it gives all of the respondents from every of the three strata, same threat to take part. Participants have been stratified into the subsequent classes senior management, center level control and non-management workforce as tabulated in desk 3.2 underneath.

Table 3.1: Table Showing Research Sample Size

Category	Target Population	Sample Size	Percentage
Senior Management	10	5	7
Middle Level Management	24	12	13
Non- Management staff	150	75	77
Total	184	92	100

Author (2018)

3.4 Instruments

The researcher used questionnaires to acquire records specifically number one records as mentioned via (kothari, 2004). A questionnaire is an device of studies that includes questions about the variables of the observe. The researcher used questionnaires which might be greater efficient and low in cost device for descriptive and preventive research for the sample size this is chosen. This way it turned into simpler to discover the extent by means of which the respondent agreed or disagreed (kothari, 2004). They have a look at used secondary information for literature review; those materials to be used include books, journals, reports, journals, and mag and net literature. The research accrued primary facts for this have a look at record and used secondary statistics for literature review.

3.5 Pilot Study

The pilot test aims at establishing the validity and reliability of units of studies (cooper & schindler, 2008). The look at adopted content material validity to degree the degree to which facts become collected using questionnaires. The pilot checking out turned into carried out the use of the questionnaire on 9 participants of workforce. The pilot institution turned into accomplished via random sampling.

3.5.1 Validity

The researcher used each content material and faces visibility to examine energy of the questionnaire. Validity is the correctness and capacity of interpretations founded on the have a look at consequences. The studies performed the pilot look at to validate the have a look at questionnaire. (kothari, 2004) explains that knowledge and understanding covered with the aid of the test gadgets that constitute a larger vicinity of identical dynamic.

3.5.2 Reliability

A reliability check of studies devices is one which consistently produces the predicted consequences. Kothari (2004) points out that device reliability refer to the extent of inner consistency or the stability of the measuring devices. A questionnaire has the equal expectation-this is reliably does what it's miles designed to do every time is used. If the questionnaire is steady over the years and yields comparable outcomes each time it's far used, it's far dependable. They are saying that due to economic system in time and labour, the process for extracting an estimate of reliability need to be obtained from the management of a single test. The researcher used the questionnaire and administered the questionnaire to nine respondents from the goal populace randomly. The researcher needed to wait 1 week after which repeated the questionnaire to the equal respondents.

3.6 Data Collection Procedure

Number one information offers the actual records that was collected for the reason of the observe and questionnaires became used for those purpose, that was self-administered and hand introduced to the target respondents with the questionnaire having it picked through the researcher for statistics analysis. The look at used secondary data for literature assessment; these substances used encompass books, journals, reports, journals, magazine and internet literature.

3.6.1 Questionnaires

Questionnaires are a list of fashionable questions prepared to suit a certain inquiry. The questionnaires contained both closed ended questions a good way to facilitate established

responses for the rating of diverse attributes whilst open ended questions in an effort to assist to provide additional respondents facts. In line with orodho (2005) questionnaires measures likelihood of hetero, even and blunt solutions. This will be superior to an interview due to the fact social communion operates strongly in a face of state of affairs which could prevent the person from expressing what he feels to be socially or professionally unacceptable perspectives.

3.7 Data Analysis and Presentation

Descriptive information become used for facts analysis. Specially, means, averages and proportions have been used inside the take a look at. The information analysis equipment had been simple tabulations and presentations of the report using unfold sheets. The records became provided the usage of tables, charts and graphs; statistics become first coded then organized into ideas from which generalization was made of the whole population. Facts became then be tabulated and frequencies calculated on every variable underneath observe and interpretations made from the sphere findings. Possibilities were then calculated and interpretation made.

3.8 Ethical Consideration

The researcher undertook various steps to ensure that the study adheres to research ethical standards. Research introduction letter was obtained from the participating entity.

3.8.1 Informed Consent

The researcher ensured that the principle of informed consent was properly applied and the researcher explained to the respondents. The expectations of the study and they were asked to ask questions where there was a misunderstanding to avoid hang-ups while responding to questionnaires.

3.8.2 Voluntary Participation

The researcher sought consent from respondents before administering the questionnaires to the target population and the respondents were sent a consent form in order to participate in the research study and they were free to opt out of the study at their own will.

3.8.3 Confidentiality

The researcher granted the respondents of utmost confidentiality of the responses that they were provided and apart from the finding being meant for an examinable project at Management University. That data shall not be availed to any other party.

3.8.4 Privacy

The researcher was accorded respondents the right to privacy when participating in the research. Any participant would join the study and neither the researcher nor the study design nor the publication of the results would ever identify any participant in the study. The researcher abided to various guidelines for human subject research to protect the study participants who chose to participate in the research study. The rights of the people who participated in the study was protected.

3.9 Chapter Summary

The chapter outlines the methodology adopted for this study by offering an explanation into what type of research this study is all about. It also defines the population of the study and the specific sampling techniques to be used data analysis and collection methods, study design, pilot study, validity, reliability and ethical consideration.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

In this chapter the researcher carries out an analysis of data using both quantitative and qualitative methods. The analysis and interpretation of data is done by the help of analyzed tools such as graphs, pie charts and through judgment due to observations made.

Category	Frequency	Percentage
Response	87	95
Non Response	5	5
Total	92	100

4.1 Presentation of Findings

4.1.1 Response Rate

Table 4.1 Response Rate

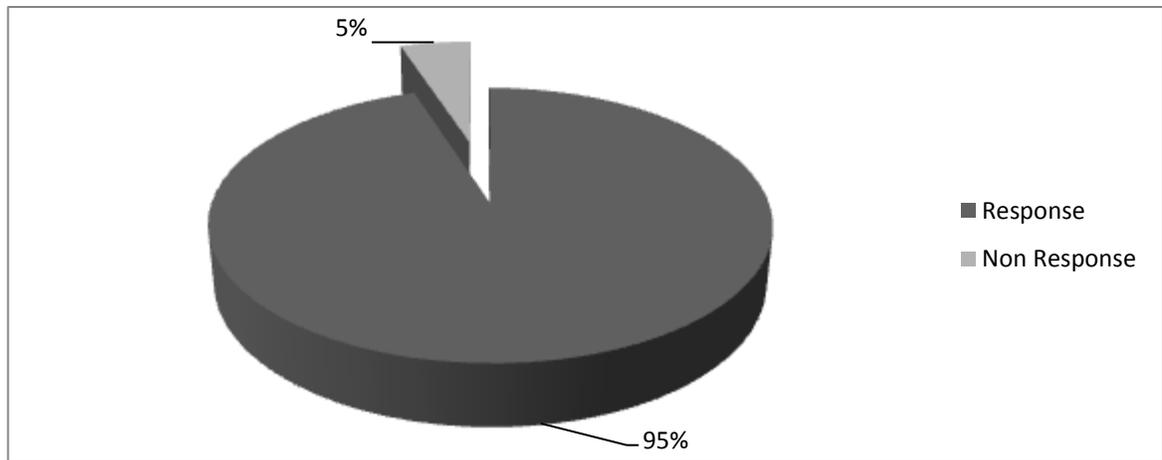


Figure 4.1 Response Rate

From the findings in table 4.1 and figure 4.1 indicates the response rate where 95% of the respondents returned the questionnaires while only 5% of them did not. This indicated that majority of them responded.

The study aims find out the effects of Leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

4.1.2 Gender Analysis

Category	Frequency	Percentage
Male	76	87
Female	11	13
Total	87	100

Table 4.2 Gender Analysis

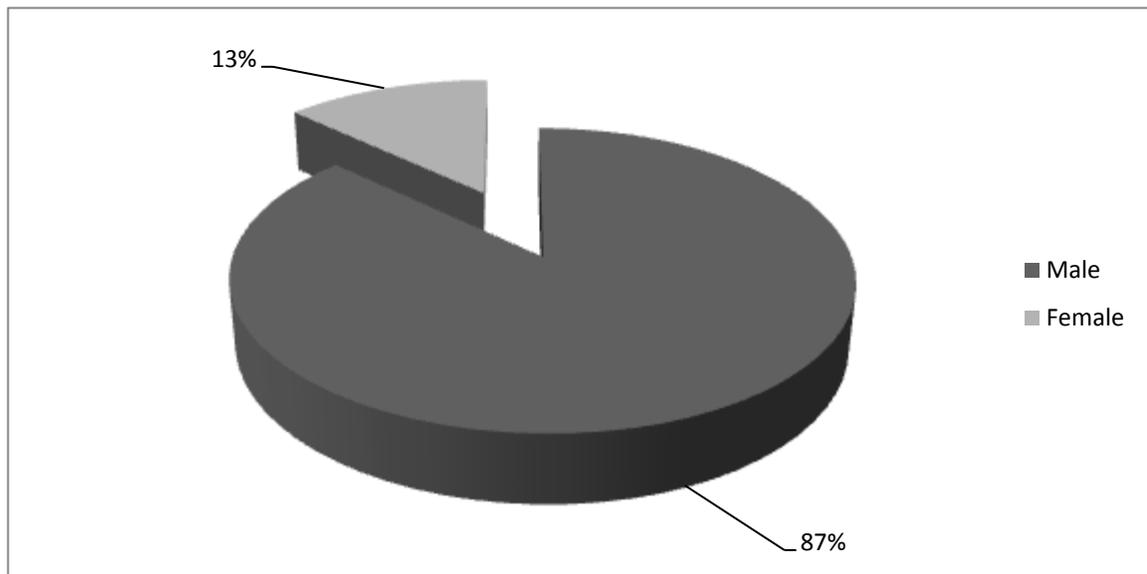


Figure 4.2 Gender Analysis

Table 4.2 and the figure 4.2 indicate the response on the gender. It was found that more male responded more than female. The male represented 87% response which was the majority response. The minority response was of female which was 13%.

Category	Frequency	Percentage
18- 25 Years	16	18
26- 35 Years	18	20
36- 45 Years	37	44
Above 45 Years	16	18
Total	87	100

Table 4.3 Age Bracket

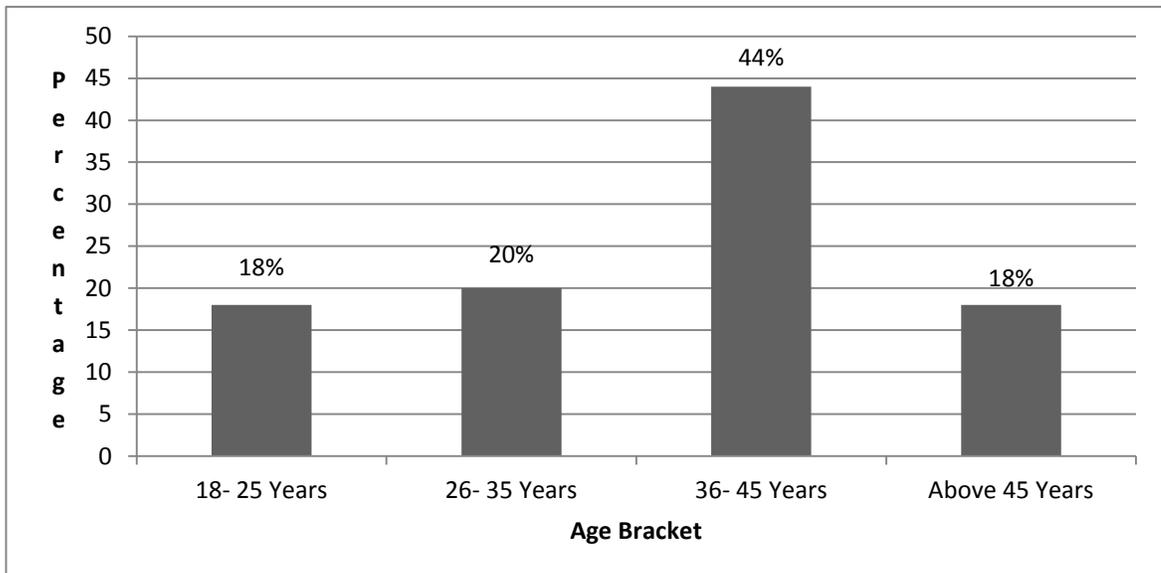


Figure 4.3 Age Bracket

Table 4.3 and figure 4.3 shows the age brackets of the respondents and the finding find out those 18- 25 yrs were represented by 18%, 26- 35 yrs was represented by 20%, 36 - 45 yrs 44% while above 45 years was represented by 18%.

The study aims find out the effects of Leadership style, financial resources , government policy and community participation on sustainability of county government projects in Kenya.

4.2.4 Highest Level of Education

Category	Frequency	Percentage
Secondary	14	16
College	56	64
University	17	20
Total	87	100

Table 4.4 Highest Level of Education

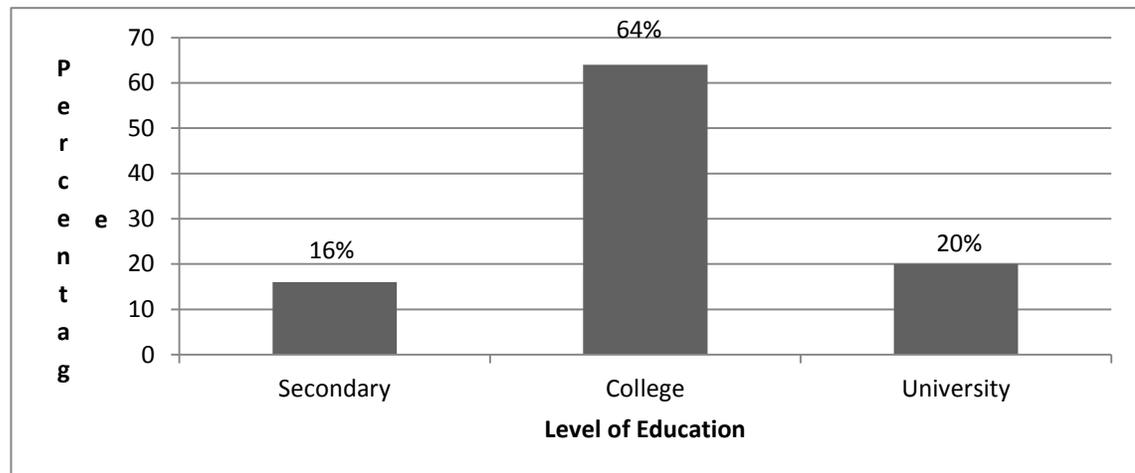


Figure 4.4 Highest Level of Education

Table 4.4 and figure 4.4 indicate the response on the highest education level where secondary level was represented 16%, college were represented by 64% while university was represented by 20%. The respondents have the low level of education and they were the secondary level.

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Below 1 Year	7	8
2–3 Years	27	31
3– 4Years	41	47
Over 5 Years	12	14
Total	87	100

Table 4.5 Number of Years of Service

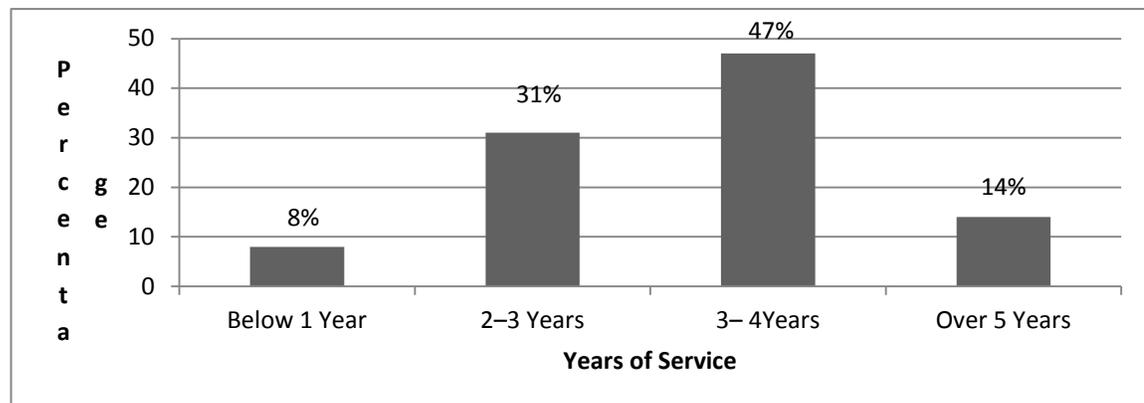


Figure 4.5 Number of Years of Service

The above table 4.5 and the figure 4.5 indicate the response of respondents who have worked in Machakos County whereby 8% indicated those who have worked for less than 1 year they were the minority. There was a response of those who have worked between 2- 3 years which was 31%, 3-4 years was represented by 47%, over 5 years was represented by 14%.

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Yes	79	91
No	8	9
Total	87	100

Table 4.6 Whether leadership style affects sustainability of county government projects in Kenya

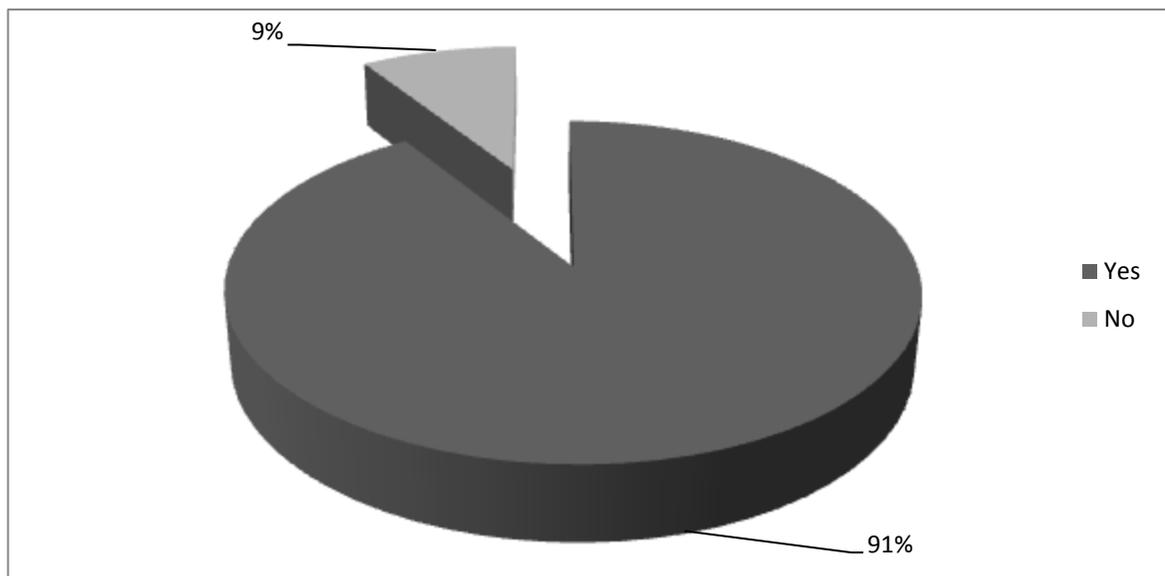


Figure 4.6 Whether leadership style affects sustainability of county government projects in Kenya

Table 4.6 and figure 4.6 indicates leadership style for sustainability of county government projects in Kenya where 91% of the respondents indicated yes it does affect while 9% of them disagreed that leadership style does not affect. This indicated that leadership style affects sustainability of county government projects in Kenya .

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Very Large Extent	29	34
Large Extent	16	18
Small Extent	36	41
No Effect	6	7
Total	87	100

Figure 4.7 Extent to which leadership style affects sustainability of county government projects in Kenya

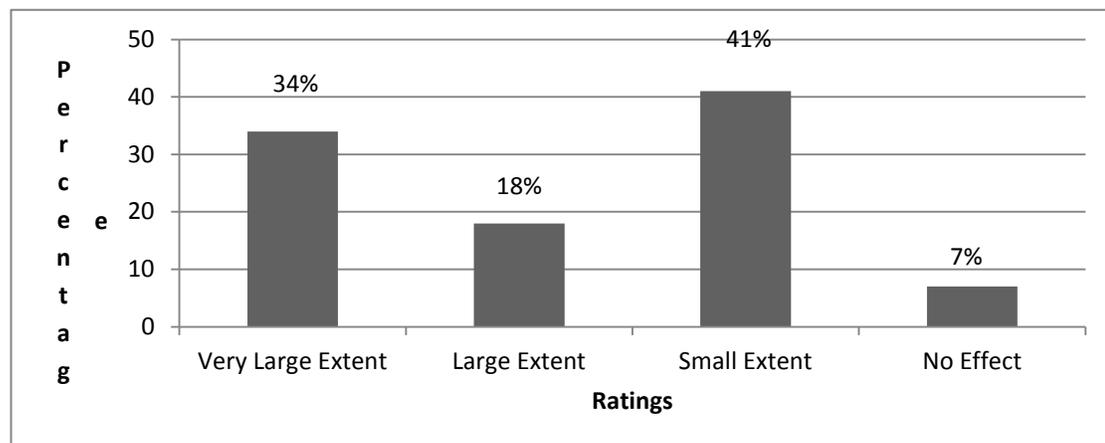


Table 4.7 Extent to which leadership style affects sustainability of county government projects in Kenya

Table 4.7 and figure 4.7 indicates the extent to which Leadership style affects sustainability of county government projects in Kenya where majority of the respondents indicated 34% were on the opinion that it affects at a very large extent, 41% large extent, 41% small extent while 7% represented no effect. This indicated that majority of the respondents showed that leadership style affects at very large extent.

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Yes	83	95
No	4	5
Total	87	100

Table 4.8 Whether financial resources affects sustainability of county government projects in Kenya

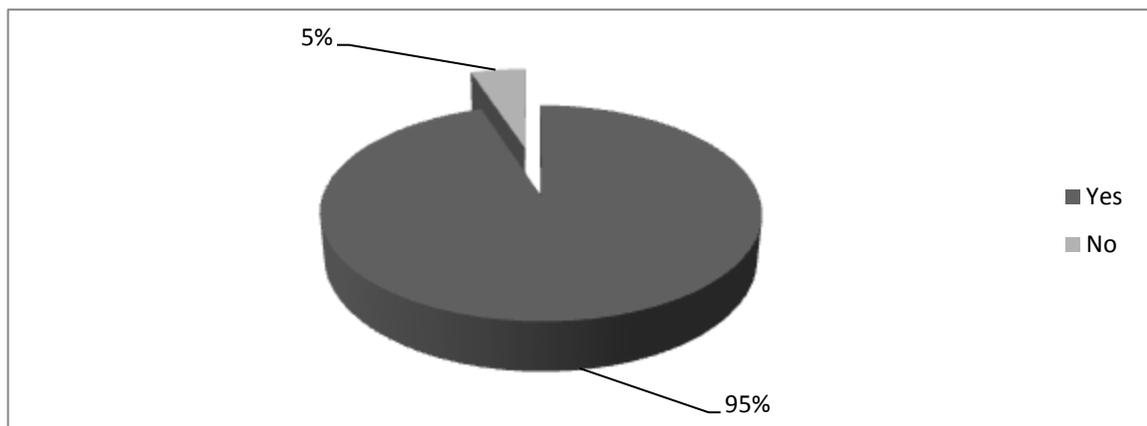


Figure 4.8 Whether financial resources affects sustainability of county government projects in Kenya

Table 4.8 and figure 4.8 indicates whether financial resources affects sustainability of county government projects in Kenya where 95% of the respondents agreed that it does affect while 5% had the opinion that it does not affect the organization. This showed that financial resources affects sustainability of county government projects in Kenya.

The study aims find out the effects of Leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Very Large Extent	36	41
Large Extent	18	21
Small Extent	29	33
No Effect	4	5
Total	87	100

Table 4.9 Extent to which financial resources affects sustainability of county government projects in Kenya

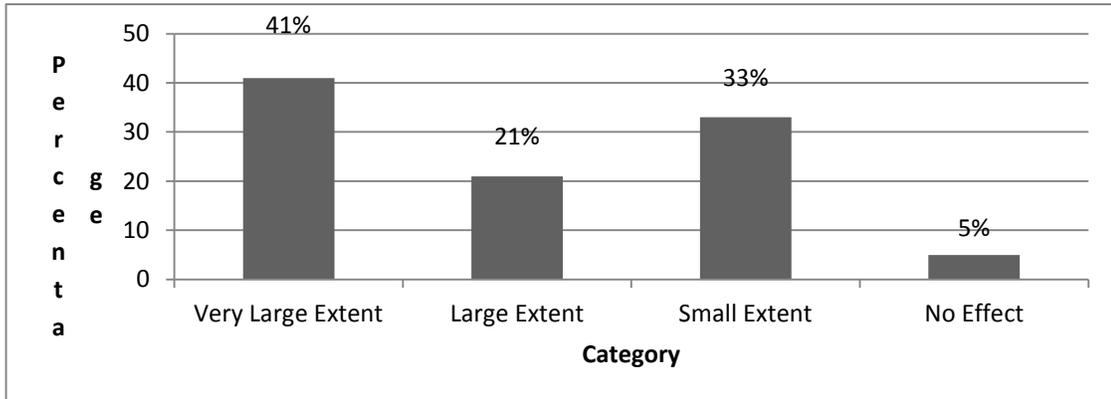


Figure 4.9 Extent to which financial resources affects sustainability of county government projects in Kenya

Table 4.9 and figure 4.9 indicated the extent to which financial resources affects sustainability of county government projects in Kenya where 41% were on the opinion that its very large extent and they were the majority, 21% large extent, 33% small extent while 5% indicated no effect. From the findings it indicated that financial resources affects sustainability of county government projects in Kenya.

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Yes	74	85
No	13	15
Total	87	100

Table 4.10 Whether government policy affects sustainability of county government projects in Kenya

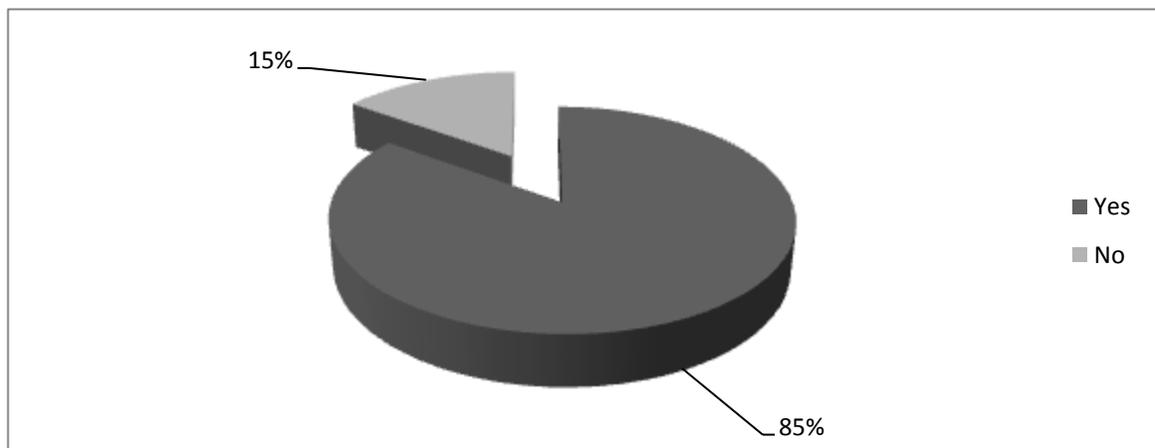


Figure 4.10 Whether government policy affects sustainability of county government projects in Kenya

Table 4.10 and figure 4.10 indicates whether government policy affects sustainability of county government projects in Kenya where 85% of the respondents indicated yes it does affect while 15% of them disagreed. This showed that government policy affect sustainability of county government projects in Kenya, as indicated by the respondents.

The study aims find out the effects of Leadership style, financial resources , government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Very Large Extent	33	37
Large Extent	25	29
Small Extent	12	14
No Effect	17	20
Total	87	100

Table 4.11 Extent to which government policy affects sustainability of county government projects in Kenya

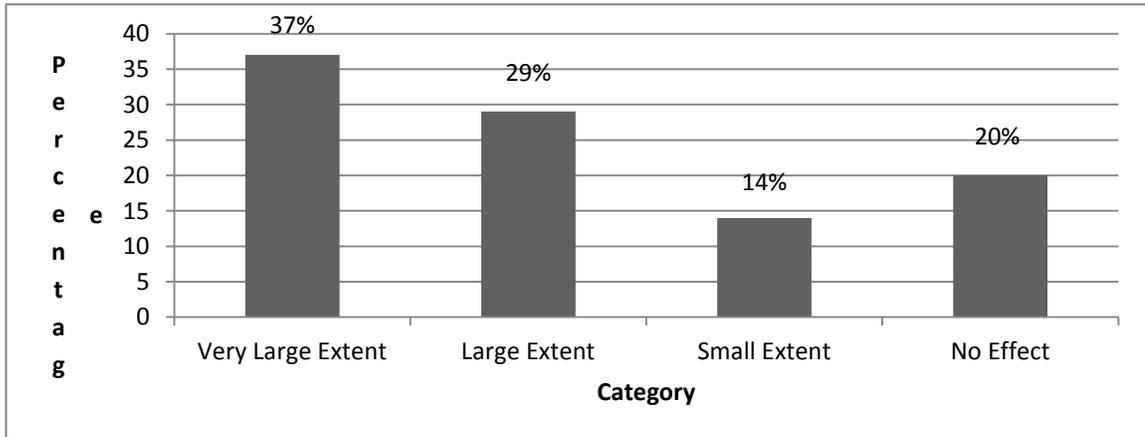


Figure 4.11 Extent to which government policy affects sustainability of county government projects in Kenya

Table 4.11 and figure 4.11 indicated the extent to which government policy affects sustainability of county government projects in Kenya. The findings showed that 37% of the respondents indicated very large extent, 29% large extent, 14% indicated small extent while no effect was represented by 20%. Government policy affects sustainability of county government projects in Kenya as indicated by the respondents.

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Yes	81	93
No	7	7
Total	87	100

Table 4.12 Whether community participation affects sustainability of county government projects in Kenya

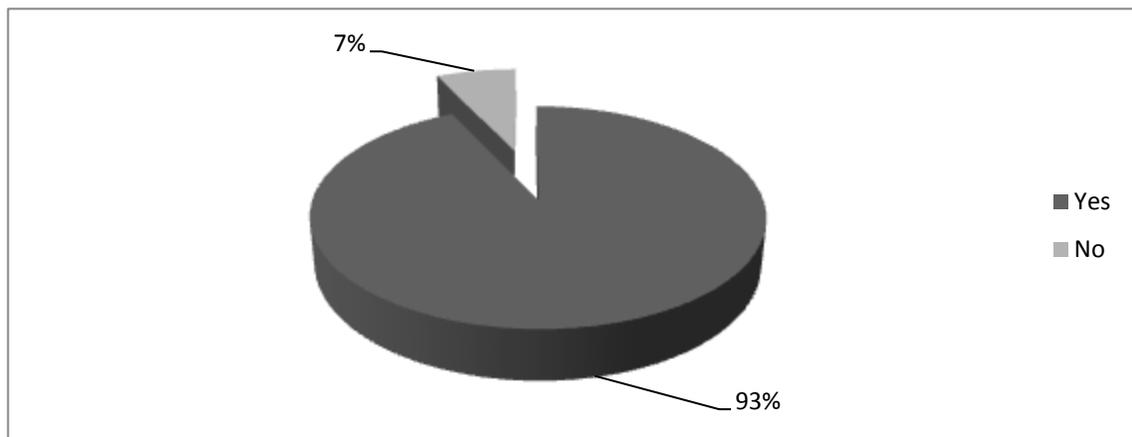


Figure 4.12 Whether community participation affects sustainability of county government projects in Kenya

Table 4.12 and figure 4.12 indicates whether community participation affects sustainability of county government projects in Kenya where majority of the respondents indicated that it does affect with a representation of 93% while 7% had the opinion that it does not affect the organization. From the findings it indicated that community participation affects sustainability of county government projects in Kenya.

The study aims find out the effects of leadership style, financial resources, government policy and community participation on sustainability of county government projects in Kenya.

Category	Frequency	Percentage
Very Large Extent	42	49
Large Extent	19	22
Small Extent	16	18
No Effect	10	11
Total	87	100

Table 4.14 Extent to which community participation affects sustainability of county government projects in Kenya

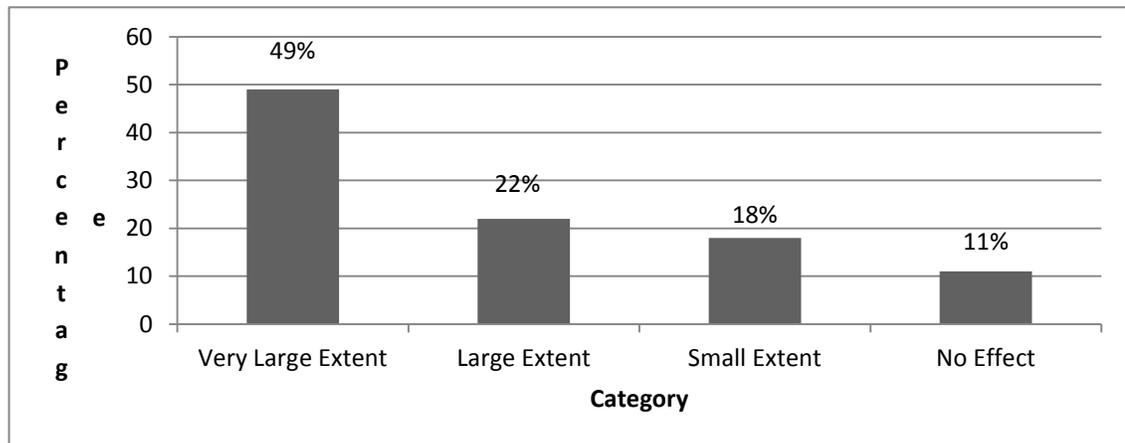


Figure 4.14 Extent to which working environment affects sustainability of county government projects in Kenya

Table 4.14 and figure 4.14 indicated the ratings of working environment affects sustainability of county government projects in Kenya where 49% indicated very large extent, 22% indicated large extent, 18% small extent while 11% represented no effect. The findings indicated that working environment affects sustainability of county government projects in Kenya.

4.3. Summary of Data Analysis

4.3.1. General Information

From the findings it indicated the response rate where 95% of the respondents returned the questionnaires while only 5% of them did not. This indicated that majority of them responded. It was found that more male respondent than female. The male represented 68% response which was the majority response. The minority response was of female which was 32%. The age brackets of the respondents and the finding found out those 18 – 25 years were represented by 18%, 26- 35 years was represented by 20%, 36 - 45 years 44% while above 45 years was represented by 18%. The response form the highest education level showed that college level was the majority which was represented by 64%, university level who were represented by 20% while there was response of 16% which represented the secondary level. College level was the majority response. Finally, the response on the years they worked which showed that 8% indicated those who have worked in the organization for less than 1 year. There was a response of those who have worked between 2- 3 years which was 31%, 3– 4 years was represented by 47% and lastly over 5 years was represented by 14%.

4.3.2 Leadership Style

The findings indicated whether leadership style affects sustainability of county government projects in Kenya where 91% of the respondents indicated yes it does affect while 9% of them disagreed that leadership style does not affect. This indicated that Leadership style affects sustainability of county government projects in Kenya .

4.3.3 Financial Resources

The findings indicated whether financial resources affects sustainability of county government projects in Kenya where 95% of the respondents indicated yes it does affect while 5% of them disagreed that financial resources does not affect. This indicated that financial resources does affect sustainability of county government projects in Kenya

4.3.4 Government Policy

Analysis indicated whether government policy affects sustainability of county government projects in Kenya where 85% of the respondents indicated yes it does affect while 15% of them disagreed that monitoring does not affect sustainability of county government projects

in Kenya. This indicated that government policy do affect sustainability of county government projects in Kenya.

4.3.5 Community Participation

The analysis indicated whether community participation affects sustainability of county government projects in Kenya where 93% of the respondents indicated yes it does affect while 7% of them disagreed that it does not affect. This indicated that community participation does affect sustainability of county government projects in Kenya.

4.4 Chapter Summary

This research report endeavors to ease the predicament of reporting an illustrative study examining the factors affecting sustainability of county government projects in Kenya with reference to Machakos County. The findings were therefore influenced by both males and females. Data analysis was through descriptive method. Data has been presented in form of graphs and tables. This chapter has outline data presentation from the information collected from the field, the data is presented in form of tables and figures and the information has been described using descriptive statistics and the study has established the relationship between independent variable and dependent variable.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes, discusses and makes conclusions on the findings of this study in relation to the objectives put forward in chapter one. It also discusses the recommendations for further research as well as recommendations for policy and practice.

5.1 Summary of Findings

5.1.1 To what extent does leadership style affect sustainability of county government projects in Kenya?

The findings indicated the extent to which leadership style affect sustainability of county government projects in Kenya where majority of the respondents indicated 34% were on the opinion that it affects the organization at a very large extent, 18% large extent, 41% small extent while 7% represented no effect. This indicated that majority of the respondent showed that Leadership style affects sustainability of county government projects in Kenya at very large extent.

5.1.2 To what extent do financial resources affect sustainability of county government projects in Kenya?

From the findings it indicated the extent to which financial resources affect sustainability of county government projects in Kenya where 41% were on the opinion that its very large extent and they the majority, 21% large extent, 33% small extent while 5% indicated no effect. From the findings it indicated that financial resources affect sustainability of county government projects in Kenya at large extent.

5.1.3 To what extent does government policy affect sustainability of county government projects in Kenya?

The analysis shows the extent to which government policy affect sustainability of county government projects in Kenya where the findings showed that 37% of the respondents indicated very large extent, 29% large extent, 14% indicated small extent while no effect was represented by 20%. From the findings it indicated that government policy affect sustainability of county government projects in Kenya at large extent.

5.1.4 To what extent does community participation affect sustainability of county government projects in Kenya?

The analysis shown the extent to which stakeholder participation affect sustainability of county government projects in Kenya where the findings showed that 49% of the respondents indicated very large extent, 22% large extent, 18% indicated small extent while no effect was represented by 1%. From the findings it indicated that stakeholder participation affect sustainability of county government projects in Kenya at large extent.

5.2 Recommendations

5.2.1 Leadership Style

For purpose of achieving suitable project which impact the masses positively, the study recommends that the organization should ensure that it adopts the best leadership style such as transformational leadership which will ensure that the organization achieve its growth objectives.

5.2.2 Financial Resources

The study recommended that there is need to provide adequate financial resources by national government and the county government to couple the same with human, equipment and adequate financial resources for projects sustainability. This will enable the county government to achieve the desired objectives.

5.2.3 Government Policy

The study recommended that due to lack of a government guiding policy and a sound framework for project being executed, there is need for the county government to come up with a clear policy on how projects can be implemented and ensured that they sustainable enough and achieve the desired objectives.

5.2.4 Community Participation

Community participation is increasingly a part of mainstream business and is being used to obtain wider involvement of the community in project sustainability. This calls for proper participation of the community so as to have a common abiding agreement, ownership and

support for a particular project. This will ensure that the projects being undertaken are for the benefit of the community and are highly prioritized.

5.3 Conclusions

Analysis from the study indicates that leadership style affects sustainability of county government projects in Kenya. A leader is the person in the group who has the most influence over the actions of the unit in a leadership sense. Leadership involves more than just being able to get others to follow. It implies providing goal oriented direction and obtaining desired results.

Analysis from the study indicates that financial resources affects sustainability of county government projects in Kenya. Lack of adequate finance has remained a challenge to the Government of Kenya especially in the county governments for a long time. Key challenges in financing projects include, large out of pocket expenditure which cannot be budgeted or programmed for, low investment in by government, inappropriate allocation of financial resources within the government and corruption.

The study concluded that government policy affects sustainability of county government projects in Kenya. Policies are mandatory and must be adhered to by all people in their activities throughout the organization. Policies provide authority based on principles for a given course for action, they provide guidelines when formulating functional and operational strategies allow coordination across organizational units and reduce time managers spend in making decisions.

Analysis from the study indicates that community participation affects sustainability of county government projects in Kenya. Since the nature of projects involve the community who are the beneficiaries of the projects, participation of the community is extremely important to achieve project success. This is because participation is touted to be one of the best ways of attracting and sustaining the interest of the community.

5.3.1 Area of Further Study

Building on this study, it may be fruitful for future research to explore the area of sustainability of projects from the perspective of NGO Funded Projects. The researcher

also recommends that similar studies be conducted in other counties to assess the factors affecting sustainability of County Funded Projects and compare the results of the study with that of the of the current study. Other studies should be conducted on the challenges facing sustainability of County Funded Projects in other counties in Kenya such Taita Taveta and Isiolo Counties.

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APPENDIX II
QUESTIONNAIRE

This research is intended to find out the factors sustainability of county government projects in Kenya.

(All responses will be treated with utmost confidentiality)

Kindly provide answers to questions by ticking in the box provided against the most suitable alternative or giving narrative responses in spaces provided.

SECTION 1: GENERAL INFORMATION

1. Gender Male

 Female

2. Age in Years

18-25 yrs

26-35 yrs

36-45 yrs

Above 45yrs

3. Highest Level of Education?

Secondary

College

University

4. For how long have you worked in the organization?

Below 1 Years

2-3 Years

3-4 Years

Over 5 Years

SECTION 2: LEADERSHIP STYLE

5. What is the effect of Leadership style on sustainability of county government projects in Kenya?

Yes

No

6. To what extent does Leadership style affect sustainability of county government projects in Kenya?

Large Extent

Medium Extent

Small Extent

No effect

Give your views

.....
.....
.....

SECTION 3: FINANCIAL RESOURCES

7. Does financial resources affect sustainability of county government projects in Kenya?

Yes

No

8. To what extent do financial resources affect sustainability of county government projects in Kenya?

Large Extent

Medium Extent

Small Extent

No effect

Give your views

.....
.....
.....

SECTION 5: GOVERNMENT POLICY

9. What is effect of government policy on sustainability of county government projects in Kenya?

Yes

No

10. To what extent does government policy affects sustainability of county government projects in Kenya?

Very Large Extent

Medium Extent

Small Extent

No effect

Give your views

.....
.....
.....

SECTION 5: WORK ENVIRONMENT

11. What is effect of work environment on sustainability of county government projects in Kenya?

Yes

No

12. To what extent does work environment affects sustainability of county government projects in Kenya?

Very Large Extent

Medium Extent

Small Extent

No Effect

Please Explain

Give your views

.....
.....

Thank you for your Cooperation