

FACTORS INFLUENCING PROGRAMME SUSTAINABILITY OF ORGANIZATIONS FOR PERSONS WITH DISABILITY IN KENYA: A CASE OF KENYA SOCIETY FOR THE BLIND

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ABSTRACT

Projects are deemed to be sustainable if they can be able to effectively meet set needs by benefiting population without placing any threats on the ability of future generations to meet their needs from the same projects. Project sustainability is a key predicament since most organizational projects stall after a short duration of time. Most implemented organizational projects require huge amounts of money in order to ensure the attainment of project goals however, when external funding ceases leads to sustainability challenges. The purpose of this study was to examine the factors that influences programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind. The researcher used descriptive research design in the attempts to describe the relationship between the various identified factors and project sustainability. The target population was all the employees of Kenya Society for the Blind involved in project implementation as well as community members who have previously benefited from the society. The study consequently used a sample size of 20% from every employee sub-category involved in project implementation. The researcher used primary data collected via the use of structured questionnaires. The researcher also collected qualitative data from the field via the usage of interview guides. Data collected from the questionnaires were edited for completeness, coded and then entered into SPSS program for subsequent analysis. The results of analysis were presented in the form of tables and figures besides the computed means, percentages

and frequencies so as to enhance the understanding of the research findings. The study found out that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability, community involvement in project implementation benefits the intended projects since all stakeholders will be willing to mobilize resources thus ensuring project continuity leading to sustainability, monitoring and evaluation affects programme sustainability at the Kenya Society for the Blind and the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed. The study concluded that project managers with good management skills are regarded as good leaders, internal accountability of invested resources translates to the realization of planned activities, monitoring assesses progress and project objectivity if current project phase is on course leading to the detection of deviation from set plan and rectification, community participation has a great positive effect on programme sustainability and incorporation of sustainable thinking in community development. The study recommends that organizations for persons with disabilities should select project managers with good management skills, regularly evaluate the efficiency of their project teams in the utilization of resources and should continuously and regularly ensure sustainability of their programmes and this

call for incorporation of sustainable thinking in community development projects.

Key Words: *programme sustainability, organizations, persons with disability, Kenya society for the blind*

INTRODUCTION

Project sustainability is the ability of adopted projects to maintain their intended operations, services and benefits during the anticipated project life cycle (Langran 2002). Therefore, project sustainability focuses towards the creation projects that are capable of continuously generating benefits even after external donor inputs have been withheld (United Nations, 2002). Efforts to ensure that projects are sustainable ought to be integrated right from the onset at project design (Sneddon, 2000). Project sustainability can be divided into various dimensions for instance institutional stability, the continued inflows of benefits, equitable sharing of benefits, active community input, continued maintenance and evaluation of the project structure. According to Panda (2007), once donor funding including support structures are withdrawn from community projects, these projects are observed to stall due to the lack of adequate funds, absence of communal support and lack of technical know-how needed to run the engaged projects.

The adopted financing process that entails raising and maintaining sufficient funds needed to steer the project has a critical importance on project sustainability. Insufficient financing problems lead to high risks of project failure thus affecting their potential to continue for the foreseeable future (Auya&Oino, 2013). The sustainability of projects is crucial since it determines the ability of projects to continue providing various benefits to identified target groups. Projects are started by organizations to provide immense benefits to the community but sustainability becomes a key hindrance to full objectives realization due to various underlying factors. Careful project design and implementation is imperative to determine the ability of projects to remain for the foreseeable future (Auya&Oino, 2013).

Non-Governmental Organizations (NGOs) are groups of firms' for instance private voluntary organizations and not for profit organizations that are primarily set for the achievement of humanitarian objectives that are in the public interest agenda (Werker& Ahmed, 2008). These organizations play key role in the societies with which they operate (Nikkhah&Redzuan, 2010). In the developing countries, these not for profit organizations undertake community development that are oriented towards the promotion of the interests of the poor people, pursue activities meant to relieve suffering, ensure the provision of easy access to social services and lastly advocate for the protection of mother nature. They therefore play a key role towards ensuring social and sustainable community development (Young & Dhanda, 2012). These organizations have been termed as viable agents to fill the development gaps that are left by governments (Kong, Salzmann, Steger, & Ionescu-Somers, 2002).

The Kenya Society for the Blind is a charitable organization established in 1956 by an Act of Parliament so as to promote the education welfare, employment and training of the blind and also to assist in efforts geared towards the prevention and alleviation of blindness; assist the national

government, organizations, any institution, societies or persons in all matters that relate to blindness; assist in awakening public interest towards blind people's welfare and to advise on all matters connected with the blind. KSB works in partnership with the Ministry of Education and other development partners as the implementing body of the Kenya Integrated Education Programme (KIEP). This programme is currently being implemented in 22 counties with coverage of 90 districts and 541 schools with a total of 2,500 children who have visual impairment. The programme sponsors learners with visual impairment by assisting them with assistive devices for instance white canes, Braille Machines and papers, scientific calculators' and pep kits. It also supports training of Braille teachers and also facilitates coordination among the various works carried out in all the 22 counties (Kenya Society for the Blind, 2015).

The society works together with the Kenya Ophthalmic Programme (KOP) that is established under the Ministry of Health. The programme is run in partnership with other stakeholders and is aimed at reducing the incidences of preventable blindness in Kenya. The programme achieves this by providing curative and preventive services concerning eye care services especially through the integration of primary eye care services into the current primary health care system in Kenya. Through these initiatives sponsored by the society, there has been improvement in the up-take of eye care services to the people.

STATEMENT OF THE PROBLEM

Project sustainability is a key predicament since most organizational projects stall after a short duration of time. Most of these projects are started at a high note but end up losing momentum on the way leading to high cases of project failure as instituted by organizations. Most implemented organizational projects require huge amounts of money in order to ensure the attainment of project goals however, funding difficulties for instance when external funding ceases leads to sustainability challenges. Internal management also plays a key role towards ensuring project sustainability since they are involved in the steering of projects to attain set goals. Various factors influence project sustainability for instance project funding, community participation, monitoring and evaluation and management capabilities. The presence of project managers with expertise, knowledge and also leadership traits have a significant influence on the sustainability of projects undertaken by organizations. Technical advice as exhibited by such leaders have a great bearing on the ability of projects to continue in operation since project teams can be able to dodge risks as they arise during project implementation.

Previous studies have made attempts to establish the various factors that affect project sustainability by organizations. For instance, Tafara (2013) studied the various factors that have an influence on the sustainability of community based projects with a case of Mtito Andei, Kibwezi sub-county. In another study, Ochelle (2012) examined the factors that affect the sustainability of water projects in Mulala Division, Makueni County. Mwangi (2012) examined the factors that influence the sustainability of NGO funded community projects in Kenya with a case of Action Aid funded project in Makima location, Embu County. Kiboi (2013) examined

the factors that influence the sustainability of tree planting programmes in primary schools in Kinangop constituency. These previous studies did not explicitly address the influence of project funding, community participation, monitoring and evaluation and management capabilities factors on project sustainability at the Kenya Society for the Blind. Again, these studies were done in the recent past hence the research findings cannot be reasonable expected to apply to the current situation at the Kenya Society for the Blind. None of the stated studies addressed factors that were relevant to the specific targeted organizations. This study therefore sought to examine the factors that influences programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind.

PURPOSE OF THE STUDY

The main purpose of the study was to examine the factors that influence Programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind.

OBJECTIVES OF THE STUDY

1. Establish the influence of management capabilities on programme sustainability of organizations for persons with disability in Kenya.
2. Determine the influence of internal resource availability on programme sustainability of organizations for persons with disability in Kenya.

LITERATURE REVIEW

Theoretical Framework

This study is anchored on the organization theory developed in the early 1930`s through the works of classical economist Fayol (1925). The fundamental tenets of the classical organization theory states that organizations exist in order to accomplish various economic goals, there is a single way whereby organizations can optimize production, and that the way is only identified through systematic and scientific inquiry. Additionally, the theory posits that production can be maximized via the adoption of specialization and the division of labour. The theory further suggests that organizations and people act rationally in accordance with certain economic principles. Strengths exhibited in the theory include; narrow focus placed on the improvement of production related economic goal; the utilization of systematic and scientific inquiry; advocated for the division of labour and lastly the theory made great strides to address organizational functions especially where few resources existed (Jang, 2011).The theory was however not without criticism; it promoted and favoured capital intensive economies; the theory was largely derived from an intellectual point of view rather than empirically and that it did not take into consideration large-scale changes suffered by business environment (Jang, 2011). This study therefore strove to show how various identified factors influence programme sustainability of organizations for persons with disability in Kenya with a case of Kenya Society for the Blind.

Management Capabilities and the Sustainability of Programmes

Dillard, Dujon & King (2008) deduced that effective project management is imperative to building a rewarding relationship among project group members and the community at large. In essence, project's failure or success is entirely dependent on the managerial performance of the project team. The contributions of the top management have a greater influence on project success or failure. Ostrom (2010) further added that sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding. Project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent. The influence that project managers have on their immediate juniors is imperative to determine project success. Sound working relationship between leaders and juniors ensures adequate communication hence proper information flow that serves to sustain projects for the foreseeable future. Project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability (Ostrom, 2010).

Kiboi (2013) studied the factors that influence the sustainability of tree planting programmes in Kinangop constituency. The study used a sample size of 70 school community members, purposive sampling method was used to select this sample and research data was collected via the use of questionnaires. The findings revealed the training of project teams had an influence on the sustainability of tree programmes in the Constituency. Sound financial administration practices by the various project teams significantly influences tree nursery programmes sustainability. Baumgartner (2010) posited that sustainability of projects are acquired if there is a management system that is capable of sufficiently mobilizing resources. These resources include technology, manpower, finances, raw materials and information.

Kupeka (2013) studied the factors that affected the sustainability of housing projects in Kenya. The study adopted a cross sectional descriptive research survey whereby descriptive analysis was incorporated to analyse collected primary data. The study also used thematic content analysis to analyze collected qualitative data. Pearson correlation tests were computed to determine the linear relationship between the identified factors and the sustainability housing projects. The research findings revealed that that manpower training and technological skills by management affected sustainability.

Internal resources availability and the Sustainability of Programmes

Well planned projects that utilize internally available resources are more sustainable since there is consistency in resource availability and mobilization (Lewis, 2004). Projects that are maintained through the utilization of internally generated resources are more stable compared to those that rely on externally funding. In essence, projects that rely heavily on external resources to enhance continuity are more shaky (Dill, 2010). The availability of cheap resources that are in constant supply enhances project success due to absence of funding disruptions that stall projects

by most community based organizations. The running of projects at minimal economic cost further helps to attain overall long term sustainability. Utilization of locally available Man-power and technological know-how ensures optimal project growth. Projects that are run using seasonal resources face a higher risk of seasonality and failure. Ochelle (2012) concluded that various sources of project financing for instance from governments, other non-governmental organizations or well-wishers contributions have a significant influence on project sustainability.

The systemic collection of project data assists project teams to improve on current practices since external and internal accountability of invested resources are enhanced. This translates to the realization of planned activities hence positively influencing sustainability for the foreseeable future (Bebington, Unerman & Dwyer, 2014). Monitoring activities therefore assess progress by providing a platform whereby adverse eventualities are corrected to ensure the attainment of desired output. Evaluation systematically focuses on project objectivity since it assesses current project phase to determine if everything is on course (Dill, 2010). This therefore leads to the detection of deviation from set plan at the earliest possible time hence allowing enough time for rectification. The early correction of externalities serve to improve on chances of projects sustainability since threats and risks are identified and corrective actions taken there on (Valadez& Bamberger, 1994).

Evaluation assess the efficiency of the current project team in the utilization of resources, effectiveness in terms of project operations and impacts realized from the project currently. This therefore allows project managers to analyze expected sustainability levels of the project (Kim, Yang & Suh, 2013). During evaluation, the opinion and suggestions of key stakeholders are considered in attempts to ensure projects success (Kumaraswamy & Anvuur, 2008). The involvement of stakeholders in project evaluation ensures current worries are addressed thus leading to higher chances of project sustainability through improved accountability (Lipman, 2004). Redirection ensures project sustainability as advocated for in monitoring and evaluation. Kupeka (2013) studied the factors that affected the sustainability of housing projects in Kenya. The study adopted a cross sectional descriptive research survey whereby descriptive analysis was incorporated to analyse collected primary data. The study also used thematic content analysis to analyze collected qualitative data. Pearson correlation tests were computed to determine the linear relationship between the identified factors and the sustainability housing projects. The research findings revealed that the provision of adequate internal resources had an effect on the sustainability of housing projects

Programme Sustainability

Jones (1993) opine that a project is deemed to be sustainable if it can be able to effectively meet set needs by benefiting population without placing any threat on the ability of future generations to meet their needs from the same projects. Previously, the sustainability of projects was assessed via analyzing the projects ability to maintain healthy financial records immediately after initial financial support was stopped. A project to be sustainable if short term outputs were indeed

highly appreciated by all stakeholders to the extent that these stakeholders would be willing to commit their resources to ensure the continued maintenance of projects in order to ascertain that outputs would be realized from the projects for the long term. Project sustainability serves to ensure that accrued benefits are continuously felt for long periods of time to reasonably justify the social and economic inputs employed into such projects (Hayward & Neuberger, 2010).

Baumgartner (2010) posited that sustainability of projects are acquired if there is a management system that is capable of sufficiently mobilizing resources. These resources include technology, manpower, finances, raw materials and information (Ebner& Baumgartner, 2010). According to Silvius & Schipper (2010), project sustainability can be accessed via the analysis of three key indicators including; systemic indicators, project benefits and social development indicators. It is then from these indicators, that is possible to establish the different factors that affect project sustainability. If sustainability is to be achieved, project teams ought to pay special attention to these three indicators especially during the planning phase of intended projects. Available technology, project process, organizational structure and culture have an influence in the degree of sustainability of projects (Ebner& Baumgartner, 2010). Projects that are designed by paying consideration to already available inputs are more likely to be sustainable in the near future since they are more likely to be stable. Benefit indicators depict the failure or ability of projects to deliver desired results to target beneficiaries. The degree with which projects achieve desired benefits play a key role towards assessing the success of projects that in turn leads to sustainability if results are positive (Panda, 2007).

When local stakeholders appreciate community involvement in project implementation, benefits would accrue to the intended projects since all stakeholders would be willing to mobilize resources ensure project continuity that in turn leads to sustainability (Panda, 2007). Social development indicators can be analyzed from two perspectives mainly from project financing and community participation perspective. The engagement of community participation ensures that project beneficiaries are readily involved in needs identification and the consequent design of solutions to those identified needs. Lambin (2005) deduced that social sustainability entails the promotion of the wellbeing of community members. Community projects ought to be channels that enhance the promotion of sustainable change among communities. Therefore, the incorporation of sustainable thinking in community development projects ensures continuity of these projects hence enabling local communities to reap social benefits even after such projects are completed.

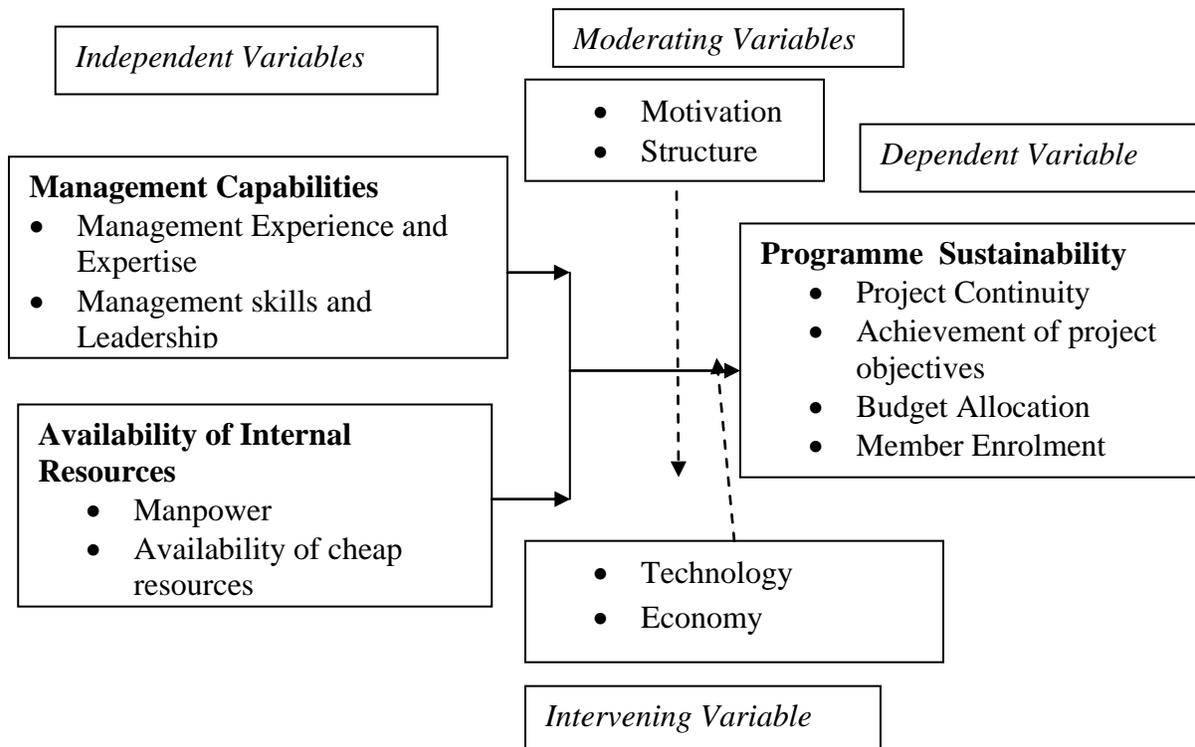
Sustainability of community based organizations is influenced by various political and socio-economic factors eminent in developing countries. Additionally, the current employed monitoring and evaluation strategies have influence on project sustainability since they are aimed at correcting adverse results right from the onset (Lambin, 2005). Efficient project management contributes to programme sustainability of organizations especially through optimisation of health. The adoption of proper project management techniques plays a vital role in sustainability

of such related projects (Pretty, 1995). In essence, poor leadership, inadequate management skills and lack of top management support leads to poor projects sustainability.

Mulwa (2013) opine that the lack of community participation in projects during their implementation, poor leadership and governance influences the degree of sustainability of such projects. The lack of proper budgeting techniques further worsens projects continuity expectations since unexpected cash shortages in the immediate short term derail further project developments. For projects to be sustainable, bottom-up planning that ensures adequate determination of priorities ought to be used in project design and implementation. The engagement of plans that would utilize both external and internal sources of funding promotes projects survival since the organization can be able to continue even after external funding ceases (Mulwa, 2013). The adopted financing process that entails raising and maintaining sufficient funds needed to steer project has a critical importance on project sustainability. Insufficient financing problems lead to high risks of project failure thus affecting their potential to continue for the foreseeable future (Auya & Oino, 2013).

CONCEPTUAL FRAMEWORK

The study examined the factors that influence programme sustainability of organizations for persons with disability in Kenya.



These factors include management capabilities, internal resource availability, community participation and monitoring and evaluation which are the independent variables. Moderating

variables are those factors that may facilitate/hinder smooth realization of the dependent variable in this study it is technology, economy, motivation and structure. The dependent variables of study are the deliverables that measure successful programme sustainability. Such variables include: project continuity, achievement of project objectives, Budget Allocation and member enrolment.

RESEARCH METHODOLOGY

Research Design

Research design entails the arrangement of the prevailing data, collection and analysis conditions in a manner oriented to bring relevance to the research objectives (Verd, 2002). The researcher used a descriptive research design in the attempts to describe the relationship between the various identified factors and project sustainability. The research design was majorly quantitative because the researcher collected measurable data from questionnaires. However, the study also used a qualitative design whereby interview guides were specifically designed for project manager. Kothari (2004) opine that a descriptive survey design is adequate especially where the researcher intends to draw conclusions for a larger population. This survey design develops quick preview of particular issues of interest because large samples are used in the study. The study adopted this research design due to the underlying ability to gather huge amounts of research data from the target population in an economical way. This design is also adequate based on the fact that it is difficult to manipulate the collected research data. The adoption of both qualitative and quantitative methods provided greater content to be used to analyze and draw conclusions on each research objective. This combination therefore improved on the quality of collected data from the various research instruments.

Target Population

This study targeted a population of all the employees of Kenya Society for the Blind involved in project implementation as well as community members who have previously benefited from the society. The target employees at the society cut across project members, teams, accountants as well as project managers. The identified target population was unique in a special way since it was the only one mandated to oversee matters that relate to blind people. The society was started several years ago with the sole purpose of championing the welfare of persons with visual impairment through the dissemination of important practical knowledge and life-skills. This study targeted the society so as to be able to better understanding how various factors influence the level of attainment in terms of set project goals by the society. The society was also identified simply because it depends on aid and donations to sustain engaged projects. A better insight on the factors that lead to sustainability at the society would be of great help to since it would enable the society achieve more in terms of adopted projects.

Sampling Size and Sampling Procedure

The researcher intended to use judgmental sampling technique to sample target employees involved in project implementation at the Society. Judgemental sampling is a non-probability sampling method and it occurs when elements selected for the sample are chosen by the judgement of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgement, which resulted in saving time and money (Black, 2010). Based on the population of the study, all the population members were included in the study if the category had 3 or less while for every ten members in a category, 3 selected using simple random method. For categories with more than 10 members, a sample of 20% of the population was selected. Mugenda (2008) deduced that a sample size that is 10% or more is indeed representative of the target population especially where the population has homogenous characteristics.

Data Collection Instruments

The researcher used primary data collected via the use of structured questionnaires. The questionnaires were designed by the researcher whereby they contained both closed and open ended questions. Kothari (2004) deduced that questionnaires constitute various questions that are printed in a specific order so as to obtain relevant research data. Structured questionnaires guarantee the reliability of responses thus ensuring the collection of adequate and quality research data. The researcher also collected qualitative data from the field via the usage of interview guides. The questionnaires were administered via the drop and pick method whereby these instruments were let with the respondents so that they could fill in details. The researcher then collected the instruments later and it was anticipated that all respondents could respond due to the convenience of this method. These instruments collected both background information as well as the factors that influence project sustainability. The gathered background information aided the researcher to determine the suitability of both the respondents and interviewees to participate in the study. Interview guides were specifically intended to collect qualitative data for the study. It was anticipated that this qualitative data could augment already gathered quantitative data. The distributed guides specifically targeted project managers involved directly in project implementation.

Validity and Reliability of Research Instruments

Research instruments validity is the accuracy of inferences made on the data collection instruments. Validity is in essence the degree with which analysis results represent the true phenomenon under the study. In order to assess the content validity of research instruments, the utilization of the services of an expert in that particular field is paramount to the attainment of the identified research objectives (Mugenda and Mugenda 2003). In this regard, the researcher obtained opinions from the study supervisors so as to assess the validity of the research instruments. Reliability is essentially the degree to which designed research instruments measures in the same manner each and every time under the same condition with the same

subjects. A measure is deemed to be reliable if it provides consistent results with each repetition. The study adopted the internal consistency measure referred to as the Cronbach's alpha (α). This is a co-efficient that measures internal research instruments reliability. A co-efficient value above 0.7 implies that the research instruments are reliable hence the researcher can proceed to using them in the final stage. The study used five respondents in the pretesting stage who were excluded from the main study.

Data Analysis

Quantitative data analysis techniques that involve the use of numeric measures were used. Additionally, qualitative data analysis methods specifically content analysis was used to analyse responses from interviewees. Data collected from the questionnaires were edited for completeness, coded and then entered into SPSS program for subsequent analysis. Quantitative data was analyzed by descriptive analysis using SPSS (V. 22.0) to examine the factors that influence Programme sustainability of organizations for persons with disability in Kenya. Findings were presented using tables and charts. A Likert scale was used to analyze the mean score and standard deviation. Percentages, tabulations, means and other measures of central tendencies were used to present the data.

RESEARCH RESULTS

The study targeted a sample of 102 stakeholders of Kenya society for the Blind. Out of the 102 distributed questionnaires, 85 were filled and returned. Majority of the respondents 50.6% were male while 49.4% were female. The study established that 42.4% of the respondents had Diploma qualifications followed by PHD holders at 22.4% while Degree holders had 18.8% and Certificate holders had 16.5%. This implies that the respondents were literate enough with full knowledge on factors influencing program sustainability at Kenya Society for the Blind. The study established that 49.4% of the respondents had been in the organization for less than 5 years, 23.5% of the respondents had been in the organisation for 6-10 years, 12% of the respondents had been in the organization for either 11-15 Years or above 21 years and only 1.2% of the respondents had been in the organization long enough and therefore were fully knowledgeable on factors influencing programme sustainability at Kenya Society for the Blind. The study further established that 42.4% of the respondents were Community Member/Beneficiary, 38.8% of the respondents were Project Member/Staff, 14.1% of the respondents were project accounts and only 4.7% of the respondents were project managers. The findings indicate that the study involved all the stakeholders therefore reliable information was sought.

Influence of Management Capabilities on Sustainability of Programmes

On project's failure or success being entirely dependent on the managerial performance of the project team had a mean of 4.03, standard deviation of 1.106 and variability of 27.44% .The findings indicate that respondents agreed that the performance of the project depends on

managerial performance of the project team. This concurs with the findings of Dillard, Dujon & King (2008) who deduced that effective project management is imperative to building a rewarding relationship among project group members and the community at large. In essence, project's failure or success is entirely dependent on the managerial performance of the project team. On sound project management skills as shown by project managers ensuring that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding had a mean of 3.97, standard deviation of 0.987 and variability of 24.86% which indicates that respondents were neutral on the statement. This agrees with the findings of Ostrom (2010) who further added that sound project management skills as shown by project managers ensures that project resources are only used to fund projects thus enhancing project sustainability even in the absence of external funding.

Respondents agreed on the statement that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent for the mean was 4.17, standard deviation was 0.928 and variability of 22.5%. This is consistent with the findings of Ostrom (2010) who concluded that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent. Respondents agreed with the statement on project managers with prior project exposure being better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability for the mean was 4.15, standard deviation was 0.994 and variability of 23.95%. This is consistent with the findings of Ostrom (2010) who established that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability.

The study further established that respondents agreed on the statement that the training of project teams has an influence on the sustainability of tree programmes as the mean was 4.05, standard deviation of 1.027 and variability of 23.36%. This however is in agreement with the works of Kiboi (2013) whose study findings revealed that training of project teams had an influence on the sustainability of tree programmes in the Constituency. Sound financial administration practices by the various project teams significantly influences tree nursery programmes sustainability. Respondents were neutral as to whether manpower training and technological skills by management affects sustainability of programs with the mean of 3.83; standard deviation was 1.078 and variability of 28.15%. This finding agrees with Kupeka (2013) whose research findings revealed that that manpower training and technological skills by management affected sustainability

Influence of Internal Resources on Sustainability of programmes

Respondents were neutral as to whether the running of projects at minimal economic cost further helps to attain overall long term sustainability with the mean of 3.47, standard deviation of

1.075 and variability of 30.98%. This is consistent with the findings of Dill (2010) who found concluded that the availability of cheap resources that are in constant supply enhances project success due to absence of funding disruptions that stall projects by most community based organizations. Respondents were neutral as to whether well planned projects utilizing internally available resources being more sustainable since there is consistency in resource availability and mobilization with the mean of 3.95, standard deviation of 0.924 variability of 23.39%. This is in agreement with the findings of Lewis (2004) who found out that well planned projects that utilize internally available resources are more sustainable since there is consistency in resource availability and mobilization.

The study further established that respondents agreed on the statement that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability with the mean of 4.23, standard deviation of 0.934 and variability of 22.08%. This concurs with the findings of Bebbington, Unerman & Dwyer (2014) who found out that systemic collection of project data assists project teams to improve on current practices since external and internal accountability of invested resources are enhanced. On evaluation assessing the efficiency of the project team in the utilization of resources, effectiveness in its operations and impacts realized from the project thus allowing project managers to analyze expected sustainability levels of the project had a mean of 3.97, standard deviation of 0.755 and variability of 19.01%. This finding strongly agrees with the study of Kim, Yang & Suh (2013) who found out that evaluation assess the efficiency of the current project team in the utilization of resources, effectiveness in terms of project operations and impacts realized from the project currently. On monitoring assessing progress and project objectivity if current project phase is on course; leading to the detection of deviation from set plan and rectification and early correction of externalities serve to improve on chances of projects sustainability had a mean of 4.16, a standard deviation of 0.884 and variability of 21.25%. This implies that respondents agreed with the statement.

CONCLUSIONS

The study further concludes that management capabilities affect programme sustainability at KSB and that project managers with good management skills are regarded as good leaders thus steering organizations they lead to prosperity since sustainability are assured to a great extent and that project managers with prior project exposure are better placed to steer current projects to success since they are able to handle obstacles more efficiently thus leading to improved project sustainability.

The study further concludes that internal resources also play a significant role in programme sustainability at KSB and that systemic collection of project data improves on external and internal accountability of invested resources translating to the realization of planned activities hence positively influencing sustainability and that monitoring assesses progress and project objectivity if current project phase is on course; leading to the detection of deviation from set

plan and rectification and early correction of externalities serve to improve on chances of projects sustainability.

RECOMMENDATIONS

It is important that organizations for persons with disabilities select project managers with good management skills. Internal resources also have significant effect on programme sustainability at KSB and it is therefore imperative that these organizations for Persons with Disabilities in Kenya should regularly evaluate the efficiency of their project teams in the utilization of resources, effectiveness in its operations and impacts realized from the project. This way, project managers will analyze expected sustainability levels of the project. There is need for careful planning of the projects well to utilize internally available resources.

The study also recommends that organizations for persons with disabilities should continuously and regularly ensure sustainability of their programmes and this call for incorporation of sustainable thinking in community development projects. There is also need to put in place proper leadership in these organizations.

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