

DETERMINANTS OF THE SUSTAINABILITY OF DONOR-FUNDED POVERTY REDUCTION PROGRAMS IN NON-GOVERNMENTAL ORGANIZATIONS IN MOMBASA COUNTY, KENYA

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**International Academic Journal of Information Sciences and Project Management
(IAJISPM) | ISSN 2519-7711**

Received: 1st December 2021

Published: 8th December 2021

Full Length Research

Available Online at: https://iajournals.org/articles/iajispm_v3_i7_18_42.pdf

Citation: Chepkemoi, Y. E., Kisimbii, J. M. (2021). Determinants of the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(7), 18-42.

ABSTRACT

The sustainability of donor-funded poverty reduction programs is a major challenge facing Non-Governmental Organizations in Kenya. The goal of this study was to examine the determinants of the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County, Kenya. A thorough literature review was conducted to identify research gaps, leading to the following objectives: to determine how financial management influence the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County; to assess how the technical capacity of project team influences the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County; to examine the influence of politics on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County and; to establish the extent to which community participation influences sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County. The study was based on two theoretical foundations namely: participatory and sustainability theories. The study adopts the descriptive research design. Data was collected from 117 NGO officials using questionnaires as well as 6 sub-county administrators using interviews. Data from questionnaires was analyzed using descriptive and inferential statistics. The descriptive tests to be undertaken in this study included frequencies, percentages, and means. Inferential statistics included Pearson Correlation and Multivariate Regression

analysis. Data from interviews was subjected to content analysis. The findings show that financial management affected the sustainability of donor-funded poverty alleviation projects in various ways. Resources were thus put to good use which enhanced the sustainability of projects. Pearson Correlation results that show that there was positive and statistically significant relationship between the sustainability of poverty reduction projects and financial Management ($r=0.837$, $p<0.01$). Technical capacity of project team also enhanced effective implementation of projects ($r=0.792$, $p<0.01$). It was also made clear that there was a close relationship between politics and implementation of poverty alleviation projects in the study area ($r=0.932$, $p<0.01$). In some instances, politicians made it hard for projects to be implemented as anticipated due to interferences. Experts from the community could offer their support to the project, which could enhance its sustainability ($r=0.868$, $p<0.01$). Based on the findings of the study, eight recommendations were made. First, it is important to have adequate financing since it could affect implementation of projects. Effort should be to ensure that finances are used carefully and efficiently to avoid wastage of resources. All limitations arising from mismanagement and corruption should be dealt with. Regular training of project team should be undertaken to enhance their capacity in project management. Additionally, there should effort to identify training needs among project team so as to offer targeted training for enhanced efficacy of their needs Political interference should be promptly dealt with

whenever it occurs. Effort should be made to enhance the support of politicians before the start of projects. Community buy-in of poverty alleviation projects should be undertaken before the start of donor-funded projects. A participatory framework should always be integrated into

projects at design stages for streamlined management of community participation.

Key words: Sustainability of donor-funded poverty reduction programs, financial management, technical capacity, politics, community participation, training needs.

INTRODUCTION

The pertinence of grants in poverty alleviation projects cannot be underestimated. In this light, various grants have been instituted to support these projects. These include competitive grants in which recipients are selected on a specified merit-based competitive criterion. There are also formula grants in which funding is given to already predetermined recipients who meet given minimum requirements (Meer, 2016). In other instances, continuation grants are provided whereby a recipient of a grant can renew the same grant in the subsequent year. Whereas some of these grants are limited to past beneficiaries only, others also considered new recipients.

Other kinds of grants include block grants in which donors provide a given amount of money each year to support a particular project. Categorical grants are aimed at supporting purposes that are narrowly defined (Jonkers & Zacharewicz, 2017). Another important grant is the matching grant which entails giving a specified amount of money in proportion to funding obtained from other sources (Islam, 2016). As shown from the foregoing description of grants, it is evident that non-governmental (NGOs) have an array of grants to choose from. This could enhance the implementation of their projects. Regrettably, this is not always the case as shown in the following discourse.

Most projects come to an end once donor financing runs out. However, the ability of project outcomes to continue to positively materialize among the target population is the desired outcome. As a result, most projects are embracing sustainability measures to build long-term development agendas. According to Pierobon (2019), sustainability for humans refers to the ability to maintain a level of well-being that is dependent on the natural environment and its resources. Sustainability, according to Scopelliti et al. (2018), is the discipline of maintaining or sustaining change in a balanced manner. When it comes to implementing the concept of sustainability in poverty reduction programs, sustainability can be defined as programs that are designed to meet institutional needs to meet the stakeholder's current and future wants and ambitions (Kivilä, 2017; Sánchez, 2015; Hallstedt, 2017).

The concept of project sustainability can be regarded in three ways: economically, socially, and environmentally (Mensah, 2019). As a result, all NGOs wishing to incorporate sustainability practices into their project implementation must devise methods for reducing

negative social and environmental repercussions, according to this viewpoint. Project sustainability is defined by Oino, Towett, Kirui & Luvega (2015) as a project's continued presence and service delivery to beneficiaries when external support has ceased.

In the Brundtland report of 1987, the United Nations World Commission on Environment and Development emphasized that sustainable development is the only way to meet current demands without jeopardizing future generations' ability to meet their own. According to the Global Sustainable Development Report (GSDR) (2015), in order for a project to achieve sustainable development from the start, it must acknowledge and integrate the project's social, economic, and environmental concerns to ensure economic and environmental stability.

To develop, a nation or a people must use all of their natural resources, which may include their people, minerals, and geographical endowments, among other things, for the benefit of their people. Sustainable development, therefore, is a development that is stable throughout time (Spahn, 2018). Economic growth, structural growth, self-actualization, individual reliance, national reliance, and autonomous industrialization are all examples of development that can be realized by paying attention to the productive agents and the proportionate dynamics in the social relations of the agents of production. When project management incorporates sustainability considerations into project implementation, it results in the provision of goods and services that adhere to the stakeholders' requirements (Armenia, Dangelico, Nonino, & Pompei, 2019). As a result, the concept of sustainable development is assured. This underlines the importance of poverty alleviation projects.

According to a World Bank report from 2020, the UN and the World Bank are prominent proponents for eliminating global poverty, with an ambitious goal of reducing poverty to less than 3% of the worldwide population by 2030. The cost of achieving the Sustainable Development Goals (SDGs) by 2030 in Africa is anticipated to be around \$1.3 trillion per year (UNECA, 2020). It will skyrocket due to population growth of 45 percent between 2020 and 2030, a trend that threatens to derail Africa's attempts to reduce extreme poverty and inequality, combat climate change, and construct resilient infrastructure.

Rodriguez (2018) points out that poverty alleviation and economic growth in Mexico have a correlational inducement relationship. According to the UNDP study (2016), poverty reduction measures such as economic policies that promote economic growth do not always result in poverty reduction unless long-term poverty reduction strategies are implemented to achieve significant economic growth differences. Poverty reduction strategies, according to Nasim and Mohammed (2014), must be integrated with other areas of development, such as the social, economic, and environmental components.

The failure of the bulk of poverty alleviation efforts in Nigeria, according to Kehinde (2018), was due to the failure to incorporate meaningful long-term solutions into these programs. According to a study conducted in Tanzania by Long et al (2018), there was a need to establish policies that will enhance local institutions for grants to be more effective.

According to a World Bank report on poverty assessment in Mozambique published in 2018, poverty reduction initiatives were effective in reducing poverty levels in the country; however, these programs demand resources.

Efforts in poverty alleviation by NGOs in Mombasa were being frustrated by the poor political landscape in the area that is brought by the constant conflict between the national and regional government (Itumo, 2015). The World Bank report (2020) noted the eight objectives of the Millennium Development Goals (MDGs) aimed at reducing the population of people living in less than a dollar in 2015. These goals included: the eradication of extreme poverty and hunger, achieving universal basic education, promoting equality and empowering women, reducing child mortality rates, improving maternal health, combating HIV/AIDS, malaria, and other diseases, ensuring environmental sustainability, and developing global partnerships to achieve development.

Lubaale (2014) noted that citizen participation in poverty reduction planning has not yet been well integrated into the instructional frameworks for urban planning for poverty reduction, and thus the ineffectiveness of poverty reduction programs in Nairobi. Munyao (2016) stated that NGOs may not be effectively implementing the poverty reduction programs in the case study of Kibra in Nairobi; this was attributed to the lack of community involvement, failure to advocate and sensitize the community about the programs they were implementing. This also pointed out the lack of accountability of the NGOs to the communities they served and the lack of project ownership by the project beneficiaries.

According to KIPPRA (2020), the Kenyan economy experienced a robust growth that led to a corresponding decrease in the levels of poverty between 1997 and 2016. This report attributes this result to the historical development of Kenya through the years with major developments such as the 2010 constitution and power regime shift of 2002 that gave rise to the uprising of NGOs and Foreign aid investment in the country. The government of Kenya has been keen on attaining sustainable development goals through the Kenya Vision 2030 which aims at creating a globally competitive and prosperous country with a high quality of life by the year 2030 (Government of Kenya, 2016). The key objective of Kenya's Vision 2030 is getting the nation to live in a sustainable, clean, and secure environment. This is attainable through the principles of sustainable development to achieve sustainable growth.

Poverty reduction programs revolve around the following human development indicators: life expectancy, education, and per capita income, (Human Development Report, 2019). NGOs across Kenya administer valuable services to the communities they serve, in areas such as water and sanitation, health, education and ICT, energy conservation, agriculture, environmental management, and housing. Service provision towards poverty reduction in all these sectors remains the strongest in improving the living standards of the community. There is a need for studies on the emerging of sustainability issues in project management with emphasis on poverty reduction programs, coupled with the rising relevance on both the present business environment and its relationship with success in programs. Therefore, this

study focuses on the determinants of the sustainability of donor-funded poverty reduction programs in non-governmental organizations.

Statement of the Problem

Kenya, like many other developing countries, has enlisted the help of non-governmental organizations (NGOs) to alleviate poverty through the implementation of poverty reduction programs. NGO initiatives, on the other hand, ostensibly encounter sustainability issues, necessitating a focus on what is required to achieve sustainability. According to Gitonga (2018), NGOs have been focusing on donor funding rather than long-term development, resulting in ongoing concerns about the impact of these programs on the recipients.

Kenya has been a big recipient of international grants and is well-known for the NGOs that work in the country to alleviate poverty. As a result, it is critical to analyze the long-term viability of NGOs' poverty-reduction projects. Kenya has long faced developmental issues in areas such as health, education, water and sanitation, agriculture, environmental conservation, energy management, housing, and infrastructure, among others, all of which contribute to the country's poverty.

Despite cooperation among many entities such as NGOs, governments, donors, international communities, and multilateral communities. The lack of long-term viability of these projects has been a major problem for many NGOs. As a result, this study looks at the determinants of the long-term viability of donor-funded poverty-reduction projects in non-governmental organizations in Mombasa County.

Research Hypotheses

This study sets out to test the following null hypotheses at the 95 % level of significance.

- HO₁: Financial management does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County
- HO₂: Technical capacity of project team does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County
- HO₃: Politics does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County
- HO₄: Community participation does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County

Theoretical Review

This study was guided by the Participatory theory and Sustainability Theory.

Participatory theory

Participation, according to Reed et al., (2017), is a process of involving members of the public or stakeholders in the development of policies that will affect their lives. Participants must have the ability to influence or be influenced by the decisions that are made. However, participation may take many forms such as top-down one-way communication, top-down deliberation, bottom-up one-way communication, and bottom-up deliberation (Schneider, 2010). This participation usually takes place when both stakeholders and leaders come together to make decisions. It is merely a means to an end in terms of attaining project goals.

Participation theory was born after the catastrophic failure of the top-down decision-making model used by governments and development agencies, which did not allow for public participation in decision-making. This is because development efforts like poverty eradication programs had little or no influence on the individuals who were serviced. The services provided were not suited to the people; they did not take into account the people's norms, cultures, or traditions, and thus tended to aggravate rather than cure their problems.

By involving the public in analyzing their knowledge of their lives and circumstances, being able to express themselves, and assisting the government and developing agencies in designing, planning, and implementing development projects, the participatory theory gave a new beginning to the way governments and developmental agencies run projects. This theory is relevant to this current study since it can explain the influence of community participation on the sustainability of donor-funded poverty reduction programs in NGOs in Kenya. In this regard, the community ought to be involved in decision-making processes with NGOs when using the Participation approach to implement poverty reduction projects.

Sustainability Theory

The sustainable development goals (SDGs), an upgrade of the millennium development goals have altered the traditional understanding of development (UN, 2015). In addition to prioritizing economic growth, the SDGs have taken into account other aspects that contribute to inclusive growth, such as economic, social, and environmental development (World Bank, 2015).

According to Fengmei et al. (2019), there are three forms of sustainability, namely: weak sustainability, strong sustainability, and absurdly strong sustainability. The weak sustainability focuses on economic development while relying on natural and manufacture capital while assuming that people can control nature and technological processes. The absurdly strong sustainability views economic systems as second to nature rather than viewing the two as independent factors to sustainability. It assumes that some natural capital is replaceable and undermines the role of technology as exponential and looks at natural capital as restrictive. Strong sustainability is the in-between of the weak and the absurdly strong forms of sustainability. It states that there is a threshold to exploiting natural capital that should not be overlooked, even if this threshold stands in the way of achieving economic development. This theory is relevant to this study since it explains sustainability, the dependent variable in this study.

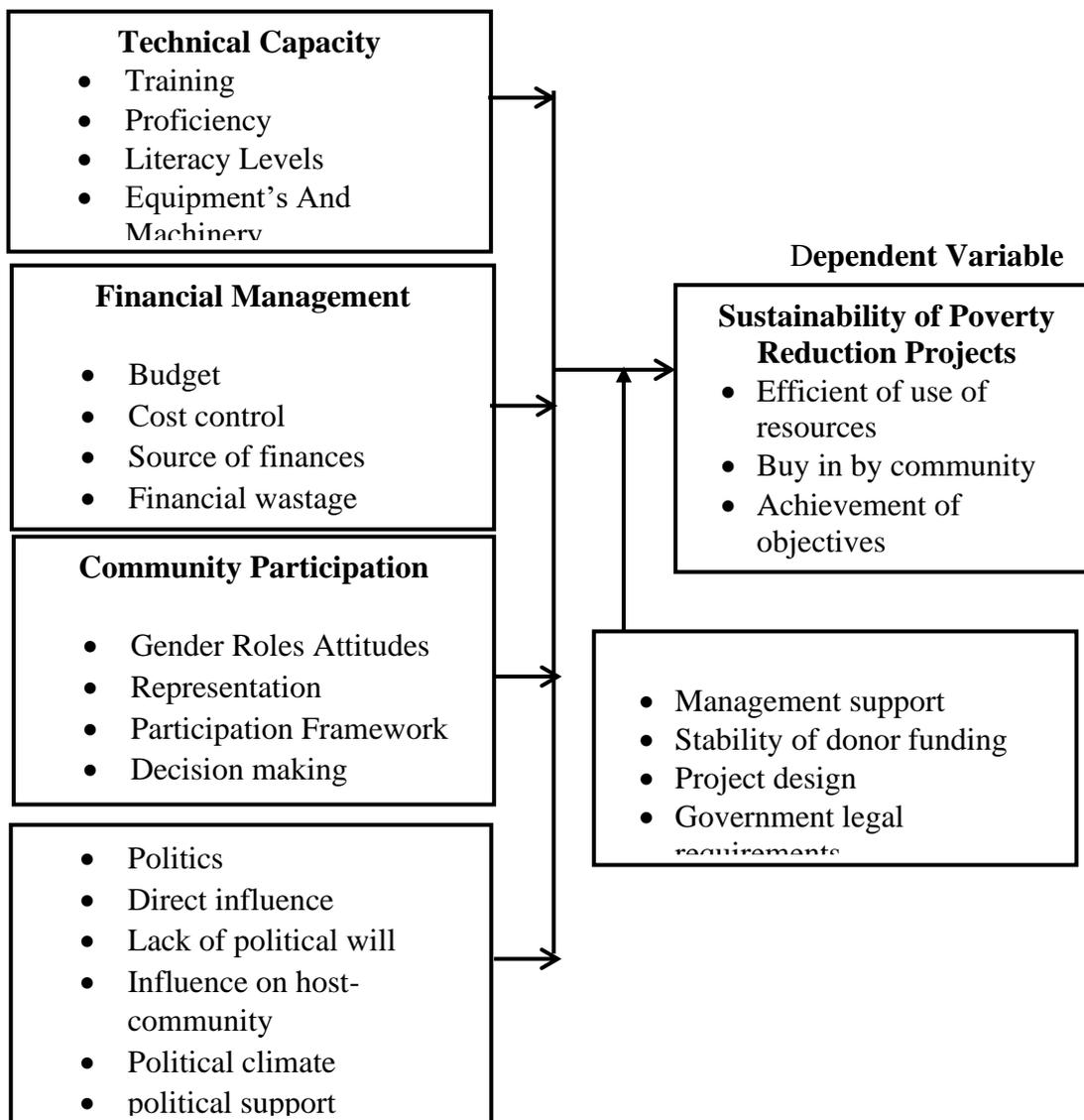
Conceptual Framework

A conceptual framework is a representation of the relationship between variables in the form of a diagram. Both independent and dependent variables can be used. The study hypothesizes that political influence such as direct interference, lack of support, and influence on community support influence the sustainability of donor-funded projects. Secondly, financial management, which focuses on things like NGOs' transparency with donor finances, could influence the sustainability of donor-funded projects. Thirdly, a technical capacity building that focuses on the number of people who have been trained and have the abilities to perform a specific task could also influence the execution of donor-funded projects. Lastly, community engagement which examines indicators such as the degree to which communities are involved and the number of community engagement events that take place is hypothesized as another important determinant of the sustainability of donor-funded projects. The dependable variable in this study is the long-term viability of poverty-reduction programs, which is influenced by all four independent factors. The moderating variable, such as management support, stability of donor funding and project design, and government legal requirements are also investigated in this study.

Independent Variables

Moderating Variables

Dependent Variables



RESEARCH METHODOLOGY

Research Design

A research design is a road map or a strategy that a researcher adopts to investigate the phenomenon or population of his or her research question. A descriptive research design was used in this study. According to Lelissa (2018), a descriptive research design is one in which a researcher seeks answers about a population or phenomenon that they are aiming to study; it focuses on the how, when, what, and where elements of a research problem. This type of research design is utilized in quantitative research because it gives the researcher an overview of which variables to employ and is also important to quantitative testing, according to (Filbert 2020). This study used a cross-section survey since it uses a single point of data collection for each participant, it is less expensive to conduct than a longitudinal survey, and the results from the sample are extrapolated to the entire population.

Target Population

This study focused on NGOs in Mombasa County that formed the target population, community beneficiaries, and local administration officials (County, Sub-County, and Ward Administrators). In this regard, 1 project, 1 finance and 1 Monitoring and Evaluation officers from 55 NGOs (165 persons) that directly implement poverty reduction programs across the sectors of development such as health, education, environment, sanitation, and agriculture and, 6 sub-county administrators (1 each from Changamwe, Jomvu, Kisauni, Nyali, Likoni, and Mvita).

Table 1 Target Population

Target Group	Program officers	M&E Officers	Finance Officers
Pathfinder Int	12	6	2
LVCT	9	1	2
AMURT	8	2	2
CIHEB	6	3	2
AMREF	6	3	2
MSF	9	2	1
Moving the post	9	4	2
Bomu	7	5	2
Hatua	10	2	2
CHF	8	4	2
Total	84	33	19

Sample Size and Sampling Procedure

Sample members were selected to participate in the study based on their knowledge, relationships, and expertise in poverty reduction programs. The study employed the proportionate stratified random sampling technique to obtain the study sample from four strata namely: NGO officials, community members as well as ward and county administrators from the Mombasa County government. In this regard, proportionate samples were obtained

from each stratum. The actual study participants were randomly sampled from each stratum. The study used the sampling formula advanced by Yamane (1967) a cited by Creswell (2011).

Below is the simplified Yamane Sample size calculation formula;

$$n = \frac{N}{1 + Ne^2}$$

Where:

N=Target Population

n=Sample Size

e=Level of precision, set at 5% in this study

As shown in Table 2. The formula is applied for each target group but not on the totals.

Table 2 Sample of the Study

Target Group	Population (N)	Sample (n)
Project officers	84	69
Finance officers	19	18
M&E Officers	33	30
Total	136	117

Data Collection Instruments

This study used questionnaires and interviews guides. These instruments contained questions based on the study objectives. The questionnaires were issued to NGO officials and had five sections. Section one collected the demographic characteristics of the study participants. Section two, collected information on the sustainability of poverty reduction programs. Sections three to six collected information on each of the dependent variables namely technical capacity of project team, financial management, politics, and community participation. Save for section one, all the other sections contained Likert scale type statements on a scale of 1 to 5 as follows. Strongly disagree [1], Disagree [2], Neither agree nor disagree [3], Agree [4], Strongly agree [5].

The interviews focused on county and ward administrators. The interview guides similarly contained questions pegged on the research objectives. Additional probing questions were added. The findings from interviews were used for triangulation purposes to strengthen the findings from the questionnaires.

Pilot Study

The pilot study was undertaken in Kwale County. The questionnaires was administered to 9 officials from NGOs that are involved in the direct implementation of poverty reduction programs and 2 the local administration of Kwale County. The sample size of the pilot study was thus 11 participants who served as the mirror participants in Mombasa County. The pilot study took place in two weeks.

This validity looks at the way the properties of a construct have been subjected to a measure, ensuring that all components have been fully represented in the test or survey to satisfy the aim of the measure (Mugenda & Mugenda, 2009). In this study, validity was carried out to identify ambiguous questions. Content validity was ensured by the researcher by including as many questions as possible for each variable under investigation. Additionally, the ease with which the respondents respond to the research questions was examined. The guidance of the university supervisor was also sought in improving the questionnaire.

Reliability is the measure of the degree of the consistency of the results got from a study, and when the same instruments are used in another study, they shall produce the same results (Mugenda & Mugenda, 2009). This study applied the test and retest way to determine the consistency of the results. The reliability of the instruments used was ascertained by using the Cronbach's Alpha Co-efficient of internal consistency. In this study, a reliability co-efficient of more than 0.7 was obtained that shows that the instruments had sufficient reliability for use in data collection.

Data Collection Procedures

The researcher acquired permission letters from the local administrators before commencing the study. The local administrators included the letter from the University of Nairobi as the researchers learning institution. The next step the researcher took was the hiring of research assistants and training them on the objectives of the research and the data collection methods, and how to administer the research instrument to the participants of the study.

Data Analysis Techniques

After collecting the data at the end of the research, data was analyzed quantitatively. The questionnaires passed through a quality check where they were checked for completeness, detection of errors among others. The analysis made use of descriptive and inferential statistics. The descriptive tests to undertaken in this study included frequencies, percentages, and means. Inferential statistics included Pearson Correlation and Multivariate Regression analysis. Data from interviews and FGDs was subjected to content analysis.

RESEARCH FINDINGS AND DISCUSSIONS

Financial Management and Sustainability of Donor-Funded Poverty Reduction Programs

The first objective of the study was to determine how financial management influence the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County. Data was collected using questionnaires and interview guides. The questionnaires contained Likert scale type statements on a scale of 1 to 5 as follows. Strongly disagree [1], disagree [2], neither agree nor disagree [3], Agree [4], strongly agree [5]. The findings are presented in Table 3.

Table 3: Financial Management

		Descriptive Statistics				
		N	Min	Max	Mean	Std. Dev.
(i)	Our NGO implements projects within the stipulated budget lines	105	4.00	5.00	4.71	0.45
(ii)	Our NGO matches program goals with enough financial resources	105	4.00	5.00	4.67	0.47
(iii)	Control of financial wastage contributes to the success of poverty reduction program	105	4.00	5.00	4.80	0.40
(iv)	There is the participation of all stakeholders in budgeting processes	105	1.00	5.00	4.39	0.84
(v)	Our projects have clear monitoring and evaluation of project budgets	105	4.00	5.00	4.90	0.29

The respondents strongly agreed (mean of 4.71) their NGOs implemented projects within the stipulated budget lines and that their NGOs matched program goals with enough financial resources (mean of 4.67). They also strongly agreed that control of financial wastage contributed to the success of poverty reduction program (mean of 4.80) and that their projects had clear monitoring and evaluation of project budgets (mean of 4.90). However, they agreed (mean of 4.39) that there was the participation of all stakeholders in budgeting processes. As posited by Armenia et al. (2019) responding to stakeholder’s requirements could enhance the sustainability of projects. These findings make it clear that there was meticulous attention of ensuring effective financial management. This could go on to enhance the sustainability of poverty reduction projects in Mombasa County. These findings agree with the study by Murage (2017) that show that good financial performance affected the performance of donor funded organizations.

The ward and sub-county administrators were asked to point out how financial management influenced the sustainability of donor-funded poverty reduction programs. The findings show that financial management was important in many ways. First and foremost, it checked wastage of financial resources. Resources were thus put to good use which enhanced the sustainability of projects. Financial management also ensured that project activities were implemented promptly and within the projected financial budget timelines. Furthermore, continuation of projects was possible because favourable reports were shared with donors. These findings are in line with the study by Roberts (2018) that posits that fiscal management is the most important business activity in a company since it supports the organization's survival, growth, and expansion, allowing it to fulfill its aims and achieve its goals. It can be deduced that meticulous financial management was key in ensuring the sustainability of poverty alleviation projects.

Technical Capacity of Project Team and Sustainability of Donor-Funded Poverty Reduction Programs

The second objective of the study was to assess how the technical capacity of project team influences the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County. The findings from questionnaires and interviews are presented in the following section. Table 4 shows the findings from questionnaires.

Table 4: Technical Capacity of Project Team

		Descriptive Statistics				
		N	Min	Max	Mean	Std. Dev.
(i)	There is adequate training of program staff working on poverty reduction programs	105	4.00	5.00	4.90	0.29
(ii)	Project teams are comprised of personnel with proficiency acquired in implementing similar programs	105	4.00	5.00	4.87	0.34
(iii)	The literacy levels of those involved in the implementation of the project affect its sustainability	105	4.00	5.00	4.96	0.19
(iv)	Members of our project team have abilities to adequately use the requisite equipment's and machinery	105	4.00	5.00	4.99	0.10
(v)	There is regularly capacity building of project staff	105	4.00	5.00	4.96	0.19

The respondents strongly agreed with all the statements presented to them. In this regard, they strongly agreed (mean of 4.9) that there was adequate training of program staff working on poverty reduction programs. These findings agree with a study by USAID (2010) as cited by Onyalo (2016) that points out that capacity building is crucial to the achievement of the goals of an organization. Within the context of this study, it is evident that capacity building can enhance the sustainability of a project.

The respondents also strongly agreed (mean of 4.87) that project teams were comprised of personnel with proficiency acquired in implementing similar programs and that the literacy levels of those involved in the implementation of the project affected its sustainability (mean of 4.96) as posited by Orwa (2015) who underlines the pertinence of technical capacity building in the sustainability of projects. They also strongly agreed that members of their project team had abilities to adequately use the requisite equipment's and machinery (mean of 4.99) and that there was regularly capacity building of project staff (mean of 4.96). These findings agree with the study by Musa and Ibrahim (2018) that shows that capacity building could affect the long-term sustainability of a project. It can thus be deduced that there was a close nexus between technical training and the sustainability of poverty alleviation projects.

The ward and sub-county administrators were asked to point out how the technical capacity of project team influenced the sustainability of donor-funded poverty reduction programs. The findings show that technical capacity of project team enhanced effective implementation of projects. This was particularly so since the capacity of project team enhanced the quality of project design and implementation. Activities were achieved in time and within the stipulated budget lines. This could enhance the sustainability of the project since the quality of project design affects its implementation and sustainability (Kivilä, 2017; Sánchez, 2015; Hallstedt, 2017). Technical capacity also meant that the long term sustainability of the project could be achieved since the project team could create important networks during the implementation of the project as posited by Musa and Ibrahim (2018). There was also thorough reporting of project outcomes which meant that follow-up activities could be built on the successes of the project. This underlines the study by Chowdhury (2019), which underlines the importance of reporting to project implementation.

Politics and Sustainability of Donor-Funded Poverty Reduction Programs

The study also sought to examine the influence of politics on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County. To begin with the respondents were presented with psychometric scale statements. The findings are presented in Table 5.

Table 5 Politics

		Descriptive Statistics				
		N	Min	Max	Mean	Std. Dev.
(i)	Sometimes there is poor political will during the implementation of poverty reduction programs	105	4.00	5.00	4.98	0.14
(ii)	Sometimes politicians may interfere with organizations carrying out poverty reduction programs	105	4.00	5.00	4.97	0.17
(iii)	Politicians may interfere with the host community during the implementation of poverty reduction programs	105	4.00	5.00	4.97	0.17
(iv)	Access to important local resources affect is often hindered by a lack of support by politicians	105	2.00	5.00	4.61	0.78
(v)	Political skirmishes during elections affected the implementation of poverty reduction programs	105	4.00	5.00	4.95	0.21

The respondents strongly agreed (mean of 4.98) that sometimes there was poor political will during the implementation of poverty reduction programs and that sometimes politicians could interfere with organizations carrying out poverty reduction programs (mean of 4.97). These findings agree with the study by Menocal et al. (2018) that established that there was a link between political influence and the sustainability of projects. In addition, the respondents strongly agreed (mean of 4.94) that politicians could interfere with the host community

during the implementation of poverty reduction programs. They also strongly agreed (mean of 4.93) that access to important local resources was often hindered by a lack of support by politicians and that political skirmishes during elections affected the implementation of poverty reduction programs (mean of 4.97). These findings corroborate a World Bank report (2021) that shows that political skirmishes had effects on project implementation in Kenya. It can thus be deduced that politics affect the sustainability of poverty alleviation projects in Kenya.

The ward and sub-county respondents were asked to point out the level to which politics influenced the sustainability of donor-funded poverty reduction programs. It was made manifest that there was a close relationship between politics and projects in the study area. In some instances, politicians made it hard for projects to be implemented as anticipated due to interferences. Wrangles between county and national governments could also complicate the environment in which projects were implemented. Furthermore, there were cases in which project activities were abandoned due to duplication by the government. In this regard, politicians could initiate similar projects without consulting with NGOs. Incitation especially during elections slowed down the implementation of projects which agrees with the findings by World Bank report (2021). These findings make it apparent that politics has significant influences on the implementation of projects.

Community participation and Sustainability of Donor-Funded Poverty Reduction Programs

The last objective of the study was to establish the extent to which community participation influences the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County. To begin with the respondents were presented with 5-point Likert-scale statements. The responses are presented in Table 6.

Table 6: Community participation

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev.
(i) Failure to ensure thorough community participation can affect poverty reduction programs	105	4.00	5.00	4.94	0.23
(ii) The level of representation of different members of the community in terms of age, gender, and socioeconomic statuses can affect community buy-in into poverty reduction programs	105	4.00	5.00	4.96	0.19
(iii) Lack of a clear participation framework embedded into programs can have lasting effects on their execution	105	4.00	5.00	4.94	0.23

(iv) Initial attention to ensure community participation is crucial in the effective implementation of poverty reduction programs due to higher community ownership of the project	105	4.00	5.00	4.93	0.25
(v) The benefits associated with community participation such as mobilize of key local competencies and resources affect poverty reduction programs	105	4.00	5.00	4.97	0.17

The respondents strongly agreed (mean of 4.94) that failure to ensure thorough community participation could affect poverty reduction programs and that the level of representation of different members of the community in terms of age, gender, and socioeconomic statuses could affect community buy-in into poverty reduction programs (mean of 4.96). These findings corroborate the study by Pisano et al. (2015) that shows that the amount of community involvement by an NGO has a significant impact on the program's execution. The respondents also strongly agreed (mean of 4.94) that lack of a clear participation framework embedded into programs could have lasting effects on their execution and that initial attention to ensure community participation is crucial in the effective implementation of poverty reduction programs due to higher community ownership of the project (mean of 4.93). These findings are in line with the study by Waweru (2015) that shows that community participation contributes to the project's success.

Lastly, the respondents strongly agreed (mean of 4.97) that the benefits associated with community participation such as mobilize of key local competencies and resources affected poverty reduction programs. This further agrees with the study by Waweru (2015) that shows that empowering communities to take action and determine program outputs, improving community capacity through training, providing relevance to the interventions that will be implemented, and allowing the community to contribute labor have pivotal to the project's success. These findings make it indicative that community involvement in the implementation of poverty alleviation projects in Mombasa County enhanced the sustainability of such projects.

The ward and sub-county administrators were asked to indicate the extent to which community participation influenced the sustainability of donor-funded poverty reduction programs. The findings show that community involvement increased community buy-in into projects. This went on to enhance the sustainability of the projects. These findings uphold the study by Pisano et al. (2015) which draws a link between community involvement and significant implementation of a project/program. It was also possible to benefit from local competencies. Experts from the community could offer their support to the project, which could enhance its sustainability. Furthermore, the community contributed to labour and other resources such as meeting venues in some instances. This went on to enhance the implementation as well as the sustainability of the project.

Sustainability of Donor-Funded Poverty Reduction Programs

The dependent variable for the study was sustainability of donor-funded poverty reduction programs. The findings from questionnaires and interviews are presented as follows. Table 7 is presents the findings from questionnaires.

Table 7: Sustainability of Donor-Funded Poverty Reduction Programs

Descriptive Statistics						
Statement	N	Min	Max	Mean	Std. Dev	
(i) The programs undertaken by NGOs achieve their poverty reduction goals	105	2.00	5.00	4.17	0.64	
(ii) The poverty reduction programs undertaken by NGOs meet their timelines	105	2.00	5.00	4.17	0.53	
(iii) Funding for poverty reduction programs is not cut before the program ends	105	2.00	5.00	3.99	0.80	
(iv) There are few cases of poverty reduction programs failing and collapsing before they are finished	105	2.00	5.00	4.30	0.56	
(v) In some instances, programs go into subsequent phases	105	3.00	5.00	4.45	0.55	

The respondents agreed (mean of 4.17) that programs undertaken by NGOs achieved their poverty reduction goals and that the poverty reduction programs undertaken by NGOs met their timelines (mean of 4.17). These findings support the study by Mwadzaya et al. (2020) that shows that one of the indicators of a sustainable project is one which achieves its goals. It also supports a study by World Bank (2016) that shows that timely implementation of projects is an indicator of their success.

They went on to strongly agree (mean of 3.99) that funding for poverty reduction programs was not cut before the program ends and that there were few cases of poverty reduction programs failing and collapsing before they are finished (mean of 4.30). These findings are in line with the study of Kehinde (2018) that shows that the success of a project can be measured by its failure or success. Further, the respondents strongly agreed (mean of 4.45) that in some instances, programs went into subsequent phases. This shows high levels of success as well as sustainable funding as posited by Roberts (2018). The findings show that there was high level of sustainability of among the poverty alleviation projects undertaken by NGOs in Mombasa County.

The ward and sub-county administrators were asked to indicate the ways in which the sustainability of poverty reduction programs could be enhanced. The findings show that this could be achieved in various ways. First and foremost, it was important to have adequate financing since it could affect implementation of projects (USAID, 2012). Effort should also be made to ensure that project activities were implemented according to the work plan. It was also pertinent to have good relationships with donors for sustainable funding. All limitations

arising from mismanagement, corruption as well as political interference should be promptly dealt with. These findings agree with the study by Njui (2012) who posits that one of the challenges facing NGOs is mismanagement/misuse. It is thus pertinent to put in place strategies aimed at dealing with these challenges.

Correlation between the Independent and Dependent Variables

The study sought to investigate if the relationship between independent and the dependent variable. The findings show that there was positive and statistically significant relationship between the sustainability of poverty reduction projects (dependent variable) and technical capacity ($r=0.792$, $p<0.01$); financial Management ($r=0.837$, $p<0.01$); community Participation ($r=0.868$, $p<0.01$) and politics ($r=0.932$, $p<0.01$).

Table 8 Pearson Correlation

		Correlations				
		Sustainability of Poverty Reduction Projects	Technical Capacity	Financial Management	Community Participation	Politics
Sustainability of Poverty Reduction Projects	Pearson Correlation	1				
	Sig. (2-tailed)					
Technical Capacity	N	105	1			
	Pearson Correlation	.792**				
Financial Management	Sig. (2-tailed)	.000				
	N	105	105	1		
Community Participation	Pearson Correlation	.837**	.857**			
	Sig. (2-tailed)	.000	.000			
Politics	N	105	105	105	1	
	Pearson Correlation	.868**	.829**	.952**		
Sustainability of Poverty Reduction Projects	Sig. (2-tailed)	.000	.000	.000		
	N	105	105	105	105	
Technical Capacity	Pearson Correlation	.932**	.897**	.891**	.883**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
Financial Management	N	105	105	105	105	105

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

Multiple Regression Analysis of Dependent Variable on Independent Variables

The study sought to find out the level to which sustainability of poverty reduction projects could be predicted by the independent variables.

Table 9 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.897	.893	.17987

a. Predictors: (Constant), Community Participation, Technical Capacity, Politics , Financial Management

The study model shows that the coefficient of determination (R^2) was 0.897. This shows that 89.7% of the variance in sustainability of poverty reduction projects could be explained by the independent variables.

Table 10 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.098	4	7.025	217.126	.000 ^b
	Residual	3.235	100	.032		
	Total	31.333	104			

a. Dependent Variable: Sustainability of Poverty Reduction Projects

b. Predictors: (Constant), Community Participation, Technical Capacity, Politics , Financial Management

Table 11 Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.847	.171		4.960	.000
	Financial Management	.197	.089	.255	2.207	.030
	Technical Capacity	.246	.080	-.235	3.096	.003
	Politics	.896	.081	.982	11.050	.000
	Community Participation	.370	.091	.440	4.049	.000

a. Dependent Variable: Sustainability of Poverty Reduction Projects

F-test shows that the independent variables statistically significantly predicted by the sustainability of poverty reduction projects, $F=217.126$, $p<0.05$ and $F=195.370$, $p<0.05$ respectively. This means that the regression models were a good fit for the data.

The study established that there were significant relationships between sustainability of poverty reduction projects and all the independent variables as shown by significant t-values ($p<0.05$). As such, all the four hypotheses of the study namely: HO1: Financial management does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County; HO2: Technical capacity of project team does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County; HO3: Politics does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-

governmental organizations in Mombasa County and; HO4: Community participation does not have a statistically significant influence on the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County were rejected. The findings show that all the variables could be used to predict the dependent variable and could be fitted in the regression model as shown below:

$$\text{Sustainability of Poverty Reduction Projects} = 0.847 + 0.197* \text{Financial Management} + 0.246* \text{Technical Capacity} + 0.896* \text{Politics} + 0.370 * \text{Community Participation} + 0.171$$

Conclusion

The findings show that financial management affected the sustainability of donor-funded poverty alleviation projects in various ways. First and foremost, it checked wastage of financial resources. Resources were thus put to good use which enhanced the sustainability of projects. Financial management also ensured that project activities were implemented promptly and within the projected financial budget timelines. Continuation of projects was also possible because favourable reports were shared with donors. As such, meticulous financial management was pivotal in ensuring the sustainability of poverty alleviation projects. This was affirmed by Pearson Correlation results that show that there was positive and statistically significant relationship between the sustainability of poverty reduction projects and financial Management ($r=0.837$, $p<0.01$).

Technical capacity of project team also enhanced effective implementation of projects. This was particularly so since the capacity of project team enhanced the quality of project design and implementation. Activities were achieved in time and within the stipulated budget lines. This could enhance the sustainability of the project since the quality of project design affects its implementation and sustainability. Technical capacity also meant that the long term sustainability of the project could be achieved since the project team could create important networks during the implementation of the project. There was also thorough reporting of project outcomes which meant that follow-up activities could be built on the successes of the project. These findings were affirmed by Pearson Correlation results that show that there was positive and statistically significant relationship between the sustainability of poverty reduction projects (dependent variable) and technical capacity ($r=0.792$, $p<0.01$).

It was also made clear that there was a close relationship between politics and projects in the study area. In some instances, politicians made it hard for projects to be implemented as anticipated due to interferences. Wrangles between county and national governments could also complicate the environment in which projects were implemented. Furthermore, there were cases in which project activities were abandoned due to duplication by the government. In this regard, politicians could initiate similar projects without consulting with NGOs. Incitation especially during elections slowed down the implementation of projects. It is thus apparent that politics has significant influences on the implementation of projects as shown by Pearson Correlation that show that there was positive and statistically significant relationship between the sustainability of poverty reduction projects and politics ($r=0.932$, $p<0.01$).

Community participation increased community buy-in into projects. This went on to enhance the sustainability of the projects. It was also possible to benefit from local competencies. Experts from the community could offer their support to the project, which could enhance its sustainability. Furthermore, the community contributed to labour and other resources such as meeting venues in some instances. This went on to enhance the implementation as well as the sustainability of the project. This is further supported by Pearson Correlation that show that there was positive and statistically significant relationship between the sustainability of poverty reduction projects (dependent variable) and community Participation ($r=0.868$, $p<0.01$).

Recommendations

Based on the findings of the study, the following eight recommendations were made in line with the study objectives:

- (i) It is important to have adequate financing since it could affect implementation of projects.
- (ii) Effort should be to ensure that finances are used carefully and efficiently to avoid wastage of resources. All limitations arising from mismanagement and corruption should be dealt with.
- (iii) Regular training of project team should be undertaken to enhance their capacity in project management
- (iv) Additionally, there should effort to identify training needs among project team so as to offer targeted training for enhanced efficacy of their needs
- (v) Political interference should be promptly dealt with whenever it is occurs
- (vi) Effort should be made to enhance the support of politicians before the start of projects
- (vii) Community buy-in of poverty alleviation projects should be undertaken before the start of donor-funded projects
- (viii) A participatory framework should always integrated into projects at design stages for streamlined management of community participation

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