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## Influence of Monitoring and Evaluation Initiatives on Sustainability of Miti Mingi Maisha Bora Project in Kenya Forest Service

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### **Abstract:**

*The general objective of the study was to determine the influence of monitoring and evaluation initiatives on sustainability of Miti Mingi Maisha Bora Donor funded project in Kenya Forest service. The specific objectives were to determine the influence of implementation of recommendations and influence of funding on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service. The theories applied are Programme theory and Dynamic capability theory. The study employed descriptive research design. The target population was 25 Enterprise product groups of charcoal, Aloe, honey and seedlings in Makeni, Mwingi, Taita Taveta, Kwale, Meru North, Garissa and Ijaara Zones with population of 75 respondents. The three selected were the chairman, secretary and a committee member serving as support organ to the groups. Data collection method in this research study was conducted through administering questionnaires to the respondents. Quantitative research methodology with field survey design was used while descriptive statistics and multiple linear regression techniques was applied with Statistical Package for Social Sciences (SPSS) used in data analysis and results presented in tables showing percentages and ratios. The findings revealed that there is a positive association between Implementation of recommendations and sustainability of Miti Mingi Maisha Bora donor funded project as shown by a correlation coefficient of 0.605. There is a positive significant association between funding and sustainability of Miti Mingi Maisha Bora donor funded project. This is shown by a correlation coefficient of 0.303. The study concluded that adopting management approach has enhanced implementation of recommendation for better sustainability of the project. Funding is crucial where activity implementation is to be achieved as per the project design and goals. Also, the study finally recommended an appropriate internal and budgetary controls within the project that will enhance proper funds management.*

**Keywords:** Implementation of recommendations, funding and sustainability

### **1. Introduction**

Monitoring and evaluation initiatives need to be identified with proper project design to ensure sustainability. Many projects in third world countries fail to be successfully completed due to several reasons. Some of them include: Scope Creep, over allocation of resources, poor communication, bad stakeholder management, unreliable estimates, no risk management, unsupported project culture, accidental project manager, lack of team planning sessions and monitoring and control (Stewart, 2018).

Sustainability is not a new concept and often marginalized for busy project managers and companies focussing on the bottom line despite compelling evidence from academics and business leaders alike. The ability to track the various risk factors on projects is key component of project Managers responsibility. With the right online software tools, provides work in real time where the scope, schedule and cost can easily be tracked for better efficiency (Maltzman, 2015). Project is sustainable if the community/beneficiaries are able to continue operating on their own without the assistance of outside development partners (Oino, Towett, Kirui & Luvega, 2015)

For projects to ensure sustainability in projects different strategies are needed to be considered in depth through the project life cycle where responsibilities of actors are well defined and deal with responds to a multitude of demands, expectations and claims from stakeholder (Morris, 2013). Most projects are failing because of lack of an appropriate sustainability plan. It is therefore necessary for a comprehensive analysis of the social, economic, legal, cultural, educational, and political environments for project implementation (Morfaw & John, 2014)

The success and sustainability require clear and focused strategic plan where the project stakeholders play critical role in achieving goals that aim at addressing: poverty, environmental sustainability, and economic stability (Sustainable Development Goals, 2015). Globally, billions of shillings have been spent in communities to enhance the living situation of

the people. According to Oino *et al*, (2015) it is sustainability that makes the difference between success and failure of community-based projects.

On developing countries in Africa, World Bank indicates that, limited capacity to set development goals, prioritize among them and to revise plans and programs in response to results achieved is a major constraint on the development process (World Bank, 2010). Government's monitoring and evaluation systems in Africa operate in complex terrain. To some extent they are hostages to other forces in government, nevertheless given a results-driven reform agenda, incentives can be put in place for the evidence generated to support developments in delivery and budgeting (Byamugisha & Basheka, 2015).

The Miti Mingi Maisha Bora (MMMB) Programme was one of the projects that had a bilateral support to Forest Sector Reform by the Governments of Kenya and Finland developed as early as 1960s with its long-term objective of increasing the forest cover. This was to contribute in economic recovery and poverty alleviation, on an environmentally and socially sustainable basis, within the context of Vision 2030 and Millennium Development Goals (MDG). The program was initiated in two phases. The first phase was an 18-months inception phase and consisting of three components and the second phase (Follow-up Phase) of the MMMB Programme started in 2009 and ran for five years.

### 1.1. Statement of the Problem

Very few organizations have faith in monitoring and evaluation partly because its influence on project performance is not well understood despite many studies that have been done (Nyonje, Ndunge, & Mulwa, 2012). More of them do not measure the value added after phase out. More than 50% of all projects undertaken especially in technology industry fails due to lack of emphasis on project Scope, Risks and key assumptions (Symonds, 2011). In Kenya only 20.8% of the projects were implemented on time while 79.2 % exhibited some degree of failure due to lack of supportive implementation structures within the Project Cycle Management (Nyika, 2012). Projects fails and later abandoned as approximately 48% of projects reports a cost overrun and 87% of projects have time overrun due to inadequate initial contract periods, that do not consider all factors resulting in time delays (Mbogo, 2018).

Youth Enterprise Development Fund uptake in self-employment and enterprise development is dismal among Kenyan young people in both rural and urban settings where More than 50% of the youth which constitute 75% of the total Kenya's population are still under- or unemployed and vulnerable. This is due to narrow frameworks and lack of supportive implementation structures within the Project Cycle Management (PCM) model (Sikenyi, 2017).

FAO (2018) report states that our population depend on trees and wood biomass for energy utilization and also converts forest land for agriculture that degrades our environment. It was on this bases that Miti Mingi Maisha Bora (MMMB) Programme was established in Arid and Semiarid lands (ASALs) to increase forest cover and also to alleviate poverty that had impacted negatively to forest resources. The project started off well but phased challenges in monitoring and evaluation for sustainable implementation of its activities. Kamau and Muhammed (2015) asserted from their study that projects in Kenya fails as a result of weak monitoring, which was partly contributed by lack of management support. This has been the case with miti Mingi Maisha Bora project and hence the study.

### 1.2. Objectives of the Study

This study has both general and specific objectives

#### 1.2.1. General Objective

The general objective of the study was to determine the influence of Monitoring and Evaluation initiatives on sustainability of Miti Mingi Maisha Bora Donor funded project in Kenya Forest Service

#### 1.2.2. Specific Objectives

- To examine the influence of implementation of recommendations on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service.
- To establish the influence of funding on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service

### 1.3. Research Hypothesis

- Ho<sub>1</sub>: Implementing recommendations has no statistically significant influence on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service
- Ho<sub>2</sub>: Funding has no statistically significant influence on sustainability of Miti Mingi Maisha Bora donor funded projects in Kenya Forest Service

## 2. Literature Review

### 2.1. Theoretical Review

The study was based on the Programme theory and agency theory

#### 2.1.1. Program Theory

Bickman (1987) came up with programme theory that has several important functions that improves abilities for particular evaluations, contributes also to social sciences theory and achieve consensus in evaluation planning. This again

is agreed by Pilcher, (2012) that it is like construction of plausible and sensible model of how a program is supposed to work. It assesses whether a program is designed in such a way that it can achieve its intended outcomes and transformed into a better situation. Program theory of evaluation has grown in use over the past decade. The program theory is a guidance theory in the evaluation of projects as it shows the capacity of the program to attend to specific problems that need to be reviewed within projects. It further offers guidance on what areas need to be emphasized on during the evaluation process (Frye & Hemmer 2012).

The use of Program Theory presents the advantage of offering information that could lead to additional explanations regarding the problem, the solutions and the alternate actions to be carried out in order to obtain the intended results. Further, it can be used to enhance decision making and expand conceptions of solutions to any project problems (McClintock,1990). Khakleng, Wongwanich and Sujiva (2014), used the programme theory in evaluating the success of policy implementation in schools by using inductive and deductive approaches in areas of communication strategies, planning and teacher's behavior in schools. However, this theory is limited by its approaches as it requires excessive reliance on a collection of data to guide in the evaluation process, and this may be costly for projects that are working under tight budgetary allocations. Program Theory is relevant to this study because it demonstrates how Kenya Forest service can institute programs that are relevant to the Kenyan government, the donors, and the local community on a successful basis.

### 2.1.2. Dynamic Capabilities Theory

The concept of Dynamic capability was defined Teece, Pisano & Shuen (1997) as firm's ability to integrate, build upon and reconfigure internal and external organizational resources and functional competencies to deal with the environment which is constantly evolving. It is a firm's behavioral orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantages (Wang & Ahmed, 2007; Teece *et al.*, 1997). Dynamic capability is the firm's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource base (Barreto, 2010).

Given the mixed use and interpretation of terminologies, the definitional issues of dynamic capabilities, attempt to reconcile the concept of dynamic capabilities by intrinsically linking it to market dynamism (Wang *et al.*, 2007). Building dynamic capabilities relates especially to the environmental and technological sensing apparatus that the firm has established, the choice of organizational form and the ability to strategize. Organizations with strong strategic positions have more options and a higher probability of success in times of turmoil. This is because the returns of market leaders are not only higher than those of market followers, they are also more stable.

Dynamic Capabilities influence positively the firms profit and thus performance. Sensing capabilities are useful in assessment and identification of opportunities in a firms environment that includes Dynamic Capabilities influence positively the firms profit and thus performance as well as securing access to capital and the necessary human resource (Teece,2007) .This theory will be of importance to this study in establishing how Kenya Forest Service is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation.

## 2.2. Conceptual Framework

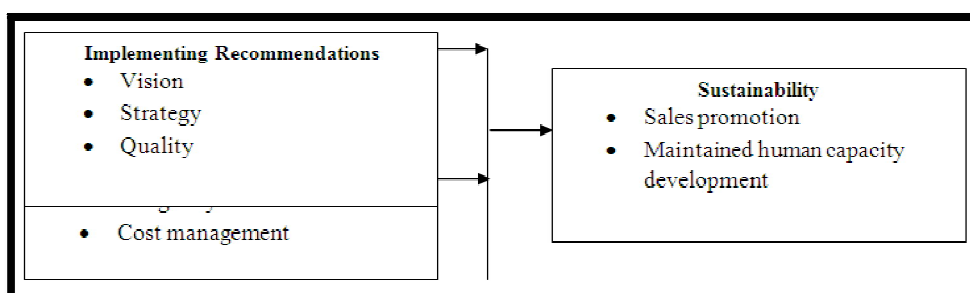


Figure 1: Conceptual Framework

## 2.3. Empirical Literature

### 2.3.1. Implementation of Recommendations

Wrigstad, Bergström and Gustafson (2014) study on Mind the gap between recommendation and implementation study to identify the mechanisms behind successful implementation of the recommendations of incident investigations in university hospital in Southern Sweden found out that nearly half (45%) of all recommendations from a sample of 55 incident investigations from 2008 to 2010 who were selected from the hospital's incident reporting system by staff in the office of the chief medical officer for content analysis coding, actions had been taken and a clear majority (73%) of these were at the micro-level, therefore concluded that bridging the gap and Continuity in management between recommendation and implementation is an important factor for successful implementation of recommendations .

Schmitz, Sonderegger and Sauer (2016) studies on implementing recommendations From Web Accessibility Guidelines: Would They Also Provide Benefits to Nondisabled Users by specifically examining the consequences of

implementing Web accessibility guidelines for nondisabled users found out from the result that a high level of Web accessibility led to better performance (i.e., task completion time and task completion rate) than low or very low accessibility. Likewise, high Web accessibility improved user ratings (i.e., perceived usability, aesthetics, workload, and trustworthiness) compared to low or very low Web accessibility. There was no difference between the very low and low Web accessibility conditions for any of the outcome measures. They concluded that contrary to some concerns in the literature and among practitioners, high conformance with Web accessibility guidelines may provide benefits to users without disabilities.

Cedergren (2013) research study on challenges experienced from Implementing recommendations from accident investigations: a case study of inter-organizational challenges. The findings identified two key factors that give rise to challenges to implementation of recommendations. The first factor is related to the different actors' views on their own and other stakeholders' roles in the implementation process, and can be described as a trade-off between being insider and outsider to the industry. The second factor is related to the scope of the accident investigations and their recommendations, and can be described as a trade-off between micro-level and macro-level factors. Managing these trade-offs at the local level by different stakeholders affects opportunities for implementing recommendations, and achieving safety improvements. It is now revealed from the study that coordinating the various factors involved in the implementation process, and the results show that challenges to implementation to a large extent arise in the interactions between these actors.

Mwinamo (2015) revealed from his research findings on determining the extent to which monitoring and evaluation report recommendations influence project external audit plan, that monitoring and evaluation report recommendations are least used by auditors. Consequently, monitoring and evaluation report recommendations least influence the project external audit plan. The recommendations should include an action plan on how to remedy the situation with clear timeliness for implementation. This would guide the auditors in following up the implementation of such recommendations during the audits.

Gbemisola, Ogunde, Ogundipe & Eseohé (2019) found out in their study on Factors Influencing Construction Project planning and Implementation in Western Nigeria that level of experience affects implementations that is attributed by poor planning which is a function of management. Planning starts at initiation process and hence require commencement of different control features which include monitoring, assessment and control. recommends that proper planning is key to the success and sustainability of the project

### 2.3.2. Funding of Projects

Ndege (2016) on his research study on influence of monitoring and evaluation tools on the performance of women empowerment projects in changamwe constituency, Mombasa revealed from his findings that the project budget had a significant influence on the performance of women empowerment projects. This was ascertained by 73.06 % of the respondents who were in agreement that the budget had a high influence on performance. He further noted that a well worked out budget with correct cost estimation would influence performance.

Lungo, Mavole and Otieno (2017) on determinants of project sustainability beyond donor support: Case of Caritas Norway supported governance project in Mansa diocese, Zambia. found out that that income diversification by community is essential for the organization's stability both for its current and future operations. The results reveal that majority of the households in Kabunda and Mansa parishes are not yet diversified and therefore income diversification through international and local partnerships is a determinant of project sustainability when donor funding is withdrawn. The researcher recommended that households have to indicate their various sources of income. This was important for the study so as to further understand sustainability of the governance project. And finally concluded that income diversification was rated a high determinant of project sustainability, majority of the households were not diversified.

The study by Njama (2015) on determinants of effectiveness of a monitoring and evaluation system for projects: a case of AMREF Kenya wash programme found out that there is a positive relationship between the availability of funds and effectiveness of monitoring and evaluation system. It revealed that adequate funds results from better actions during monitoring and evaluation of projects thus resulting to better monitoring and evaluation system. Chigozie, Mwendé and Gakuo (2017) revealed from the findings on factors influencing sustainability of church funded projects: a case of the catholic diocese of Isiolo, Kenya, that lack of reliable funds has impacts on the church's budgetary allocations as well as timely disbursement of monetary resources to various projects. Ultimately this influences negatively the sustainability of various church funded projects.

Mutonga (2015) from his study on factors influencing sustainability of donor funded community water projects in Kitui established from the findings that most of the community financial records are never audited. This is likely to affect the financial management of the water projects. This is because of lack illiteracy, poor record keeping, and misappropriation of resources. There is also a strong positive correlation between community financial management and sustainability of donor funded community projects. He recommended that since financial management is very important for overall operation and maintenance of Donor projects, continuous Auditing is necessary to ensure proper fund utilization. Impact of technology innovations grant and donation on water projects needed to be researched.

Barasa (2014) established from his study on influence of monitoring and evaluation tools on project completion in Kenya that a well worked out Budget could result into early completion of the project. The budget should not be matter of bill of quantities. It should reflect other costs precisely; it should include sustainability after completion of the project. It should not serve self-interest of anybody. Recommended that budget should be clearly defined in the strategic plan which

should have clearly defined timelines that reflects the funding consistency. Monitoring and evaluation tool framework and training for skill development are required for project success.

Dinnie and Holstead (2017) in their study on the influence of public funding on community-based sustainability projects in Scotland found out that Community Based Initiatives (CBI) experience challenges negotiating technical and procedural, goals and ways of working, affecting their identity and aspirations. Finally argued that although public funding is crucial for CBIs, it is accompanied by a range of managerial and technical procedures that enroll CBIs in state accountability mechanisms. This may have the effect of favoring a certain type of CBIs or excluding those that cannot or will not accept public funding.

### 2.3.3. Sustainability of Projects

Kwena and Moronge (2015) established that performance has continued to deteriorate with high project malfunctioning despite the government efforts coupled by donor aid to enhance rural water projects sustainability. The study established that there is a strong positive influence on sustainability of rural water sustainability attributable to units of change of all the independent variables such as sector policy, post implementation impact evaluation, choice of technology and water committee management skills. Recommended that review and study of the sector policy, post implementation impact evaluation, choice of technology and water committee management are necessary for achieving sustainability of rural water supplies.

Managerial implications are key to project sustainability as established by Agarwal and Kalmar (2015) on sustainability in project management. The principles such as Balancing or harmonizing consideration of social, environmental and economic interests, Local, regional and global orientation, Short-term and long-term orientation, Values and ethics consideration, Transparency and accountability consideration Risk reduction, Stakeholder participation and Consumption of income and not capital are key to project sustainability. A study by Bukhala & Ganesh (2016) on factors influencing programme sustainability of organizations for persons with disability in Kenya found out that training of project and Sound financial administration practices by the various project teams has an influence on the sustainability of tree programmes.

A study by Aarseth, Aaltonen, Ahola and Okland, (2016) on Project Sustainability strategies :A systematic Literature Review revealed that there are two distinct perspectives on how sustainability challenges are managed in projects: one perspective that adopts the lens of project organization and another is of the host organization that both influence project sustainability. They recommended a thorough consideration in project organization since it is salient and required from initial to the end of the project life cycle and roles and responsibilities of actors and decision-making structures.

### *2.4. Research Gaps*

Studies undertaken on determination of influence of monitoring and evaluation initiatives on sustainability of donor funded projects have been explored by researchers. But this has been explored from other parts of the world with little evidence locally as revealed from the available literature. From our introductory statements, most donor funded projects fail due to a number of monitoring and evaluation initiatives that are not well employed properly for project implementation to enhance sustainability. This has been so due to lack of an appropriate sustainability plan. It is therefore necessary for a comprehensive analysis for determining the influence of monitoring and evaluation initiatives on sustainability of donor funded projects hence the study of the case of Miti Mingi Maisha Bora donor funded project in Kenya Forest service so that challenges facing projects sustainability can be addressed adequately.

## **3. Research Methodology**

Research design is the conceptual blueprint within which research is conducted and not associated to any particular type of data but must recognize the type of evidence required to answer the research question in a reasonable way (Akhtar, 2016). Descriptive research design aims to accurately and systematically describe a population, situation or phenomenon and can use a wide variety of methods to investigate one or more variables (McCombe, 2019). The method enhances accuracy and integrity of the collected that is free from errors and bias arising from subjectivity, thereby increasing reliability and in the end generate high quality information (Anastasia, 2017). Its adequacy to fulfill research objective helped in drawing inferences about influence of monitoring and evaluation initiatives on sustainability of Miti Mingi Maisha Bora Project in Kenya Forest Service.

### *3.1. Target Population*

The target population was 25 Enterprise product groups of charcoal, Aloe, honey and seedlings in Makueni, Mwingi, Taita Taveta, Kwale, Meru North, Garissa and Ijaara Zones with population of 75 respondents. The three selected were the chairman, secretary and a committee member serving as support organ to the groups. The project in Kenya covered only seven Zones.

### *3.2. Sampling Frame, Sample Size and Sampling Technique*

A census method was carried out whereby all the enterprises were engaged in the study. It is a study of every unit, everyone or everything in a population hence a complete count. The chairmen, secretaries and committee members from all the 25 enterprises established shall be engaged in the study hence Purposive sampling it is a process of selecting three officials who have full operational knowledge of the Enterprises.

Position	Makueni	Mwingi	Meru North	Garissa	Ijaara	Taita Taveta	Kwale	Total
Chairman	6	4	2	3	2	2	6	25
Secretary	6	4	2	3	2	2	6	25
Committee Member	6	4	2	3	2	2	6	25
Total	18	12	6	9	6	6	18	75

Table 1: Sample Frame of Target Population

### 3.3. Data Collection Instruments and Procedure

Data collection method in this research study was conducted through administering questionnaires to the respondents. Primary data was collected from respondents in the seven Zones. Formal introductory letter from the NACOSTI were obtained to adhere to the legal requirement of research activities. Validation of questionnaires was done prior to data collection. KFS Officers from the Zones were also sensitized and assisted on mobilization of respondents for research exercise. The researcher ensured that questionnaires were received in time, issues clarified and were given two weeks to complete administering the questionnaires. A pilot study was conducted to affirm and detect any weakness in the research instrument to be used in the study. Evaluation and refinement were done where proposed amendments were finally done and developed an agreed instrument for use in the field. Pretesting was carried out with 8 respondents from the seven Zones to establish validity which gave a 10.7% which is greater than 10% as recommended by Connelly (2008) To ensure reliability of a pilot test, internal consistency was tested through the Cronbach alpha test that measures reliability or internal consistency and if the test you have designed is accurately measuring the variable of interest. A questionnaire that is reliable shall have an alpha equal to or greater than 0.7. A value below 0.7 indicates that the questionnaire needs to be revised for realization of the research objectives

### 3.4. Data Analysis and Presentation

According to Kothari (2004), data is the analysis of working out the right measure and getting the design of relations existing in various groups. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) and results presented in tables. Descriptive statistics and inferential statistics shall be used in analysis of the data. Narkhede (2018) explains that descriptive statistics involves summarizing and organizing the data so they can be easily understood for pattern and trends establishment. Inferential statistics included correlation test, multiple linear regressions and hypothesis testing.

The following regression guided the study;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2$$

## 4. Findings and Discussions

### 4.1. Response Rate

This chapter analyses, interprets and presents the study findings as per the aim of this study, which was to determine influence Of Monitoring and Evaluation initiatives on Sustainability of Miti Mingi Maisha Bora Project in Kenya Forest Service. The chapter begins with demographic information, followed by findings on the objectives of the study. Of all 75 respondents who were issued with questionnaires 59 successfully filled and returned them for analysis giving a 79% response rate.

### 4.2. Demographic Information

Response	Number of Respondents	Percentage (%)
Expected responses	75	100
Received responses	59	79
Un-received	16	21

Table 2: Response Rate

#### 4.2.1. Gender of the Respondents

Table 4.2 indicate the gender distribution of respondents who participated in the study

Gender	Frequency	Percentage (%)
Male	32	54
Female	27	46
Total	59	100

Table 3: Gender of the Respondents

After analyses 54% of the respondents comprised of males and 46% were female. This implied that majority of the respondents were male.

#### 4.2.2. Age Bracket of the Respondents

The researcher was interested in establishing the age bracket of the respondents who participated in the study table 4.3 shows the findings of the study.

Age Bracket	Frequency	Percentage (%)
Below 30 Years	31	53
30-39Years	15	25
40-49Years	9	15
Above 50 Years	4	7
Total	59	100

Table 4: Age Bracket of the Respondents

From the study 53% of the respondents indicated that they were below 30 years, 25% of the respondents stated that they were in the age of 30-39 years, 15% were in the age of 40-49 years while 7% of the respondents were above 50 years. This implies that majority of the respondents were below 30 years.

#### 4.3. Descriptive Findings and Discussions

##### 4.3.1. Influence of Implementation of Recommendations on Sustainability of Miti Mingi Maisha Bora Donor Funded Project

The researcher further sought to establish the level of agreement on influence of implementation of recommendations on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya. The table shows the result of the finding.

Statements	Mean	Std. Deviation
Adopting management approach has enhances implementation of recommendation for better sustainability of the project	3.848	0.887
Implementation and recommendation have ensured sustenance of the project	3.915	0.952
Strategy plan provide useful tool that enhances adoption and implementation for sustainability of the project	4.017	0.841
Proper Implementation and recommendation of the project has enhanced quality assurance in the project	3.983	0.820
Implementing vision of the project has enhanced growth and sustainability of the project	4.017	0.799

Table 5: Influence of Implementation of Recommendations on Sustainability of Miti Mingi Maisha Bora Donor Funded Project

From the findings majority of the respondents agreed that adopting management approach has enhances implementation of recommendation for better sustainability of the project with (mean  $\approx$  3.848; std dev  $<$  0.887). Majority agreed with a (mean  $\approx$  3.848; std dev  $<$  0.887) agreed that implementation and recommendation has ensured sustenance of the project further majority of the respondents agreed that Strategy plan provide useful tool that enhances adoption and implementation for sustainability of the project with a (mean  $\approx$  4.017; std dev  $<$  0.841) further majority (mean  $\approx$  3.983; std dev  $<$  0.820) agreed that proper implementation and recommendation of the project has enhanced quality assurance in the project. Finally, majority (mean  $\approx$  4.017; std dev  $<$  0.799) agreed that Implementing vision of the project has enhanced growth and sustainability of the project. The findings agree with Cedergren (2013) research which found that two key factors that give rise to challenges to implementation of recommendations. The first factor is related to the different actors' views on their own and other stakeholders' roles in the implementation process, and can be described as a trade-off between being insider and outsider to the industry.

##### 4.3.2. Influence of Funding on Sustainability of Miti Mingi Maisha Bora Donor Funded Project

The researcher further sought to establish the level of agreement on influence of funding on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya. The Table 6 shows the result of the finding.

Statements	Mean	Std. Deviation
Proper budgetary practices in project ensure that there is ability to remain sustainable.	4.373	0.763
Funding is crucial where activity implementation is to be achieved as per the project design and goals.	3.898	1.045
Insufficient financing has been an obstacle in achieving sustainability of the project	4.051	1.057
Lack of exposure to 'project finance has led to high transaction costs that prevent sustainability of the project	3.831	1.069
Adequate funding will ensure overall implementation as it greatly impacts on projects sustainability	4.000	1.050

Table 6: Influence of Funding on Sustainability of Miti Mingi Maisha Bora Donor Funded Project

From the findings majority of the respondents agreed that Proper budgetary practices in project ensure that there is ability to remain sustainable with (mean  $\approx$  4.373; std dev  $<$  0.763). In addition, majority agreed that funding is crucial where activity implementation is to be achieved as per the project design and goals with (mean  $\approx$  3.898; std dev  $<$  1.045) further majority (mean  $\approx$  4.051; std dev  $<$  1.057) agreed that insufficient financing has been an obstacle in achieving sustainability of the project. Majority agreed that lack of exposure to 'project finance has led to high transaction costs that prevent sustainability of the project' with (mean  $\approx$  3.831; std dev  $<$  1.069). finally, majority of the respondents agreed that adequate funding will ensure overall implementation as it greatly impacts on projects sustainability with (mean  $\approx$  4.00; std dev  $<$  1.050). The study agrees with Barasa (2014) WHO establish that a well worked out Budget could result into early completion of the project. The budget should not be matter of bill of quantities. It should reflect other costs precisely; it should include sustainability after completion of the project. It should not serve self-interest of anybody. Ultimately this influences negatively the sustainability of various church funded projects. This finding agrees with those of Magano (2008) and those of (Tshitangoni, Okorie & Francis, 2010) who found that funding is an element that positively contribute to the success of the project and should be reflected in both the planning and sustainability proposals.

#### 4.3.3. Sustainability of Miti Mingi Maisha Bora Donor Funded Project

The researcher further sought to examine sustainability of Miti Mingi Maisha Bora donor funded project in Kenya. The table 4.19 shows the result of the finding.

Statements	Mean	Std. Deviation
Staff involvement has enhanced Sustainability of projects	3.729	1.048
Managerial implications are key to project sustainability	3.797	0.979
Capacity building offered to stakeholders in the project has enhanced it sustainability	3.915	1.071
Our project involve community fully which has increased it sustainability	3.864	1.009
Members are trained regularly to equip them with skills that increase sustainability of the project	4.000	1.079
Involving community in the identification of their needs and solutions increases project sustainability	3.644	1.079

Table 7: Sustainability of Miti Mingi Maisha Bora donor funded project

The findings reveled that majority of the members agreed that staff involvement has enhanced Sustainability of projects (mean  $\approx$  3.729; std dev  $<$  1.048). Majority of the members with a (mean  $\approx$  3.797; std dev  $<$  0.979) agreed that managerial implications is key to project sustainability. Further majority of the respondents agreed that Capacity building offered to stakeholders in the project has enhanced it sustainability with (mean  $\approx$  3.915; std dev  $<$  1.071). The finding result showed that majority were in agreement that project involve community fully which has increased it sustainability (mean  $\approx$  3.864; std dev  $<$  1.009). Majority agreed (mean  $\approx$  4.00; 0std dev  $<$  1.079) that members are trained regularly to equip them with skills that increase sustainability of the project. Finally, majority of the members agreed that involving community in the identification of their needs and solutions increases project sustainability with (mean  $\approx$  3.644; std dev  $<$  1.079). The findings agree with Kwena & Moronge (2015) which found that that there is a strong positive influence on sustainability of rural water sustainability attributable to units of change of all the independent variables such as sector policy, post implementation impact evaluation, choice of technology and water committee management skills.



#### 4.4. Correlation Analysis

Using correlation analysis, the study established the relationship between influence of Monitoring and Evaluation Tools on sustainability of Miti Mingi Maisha Bora Donor funded project in Kenya Forest Service. The established relationship was further explained

##### 4.4.1. Correlations between Implementation of Recommendations and Sustainability of Miti Mingi Maisha Bora Donor Funded Project

The relationship between implementation of recommendations and sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service was determined. Table shows the results of correlation analysis.

		<b>Sustainability of Miti Mingi Maisha Bora Donor Funded Project</b>
Implementation of recommendations	Pearson Correlation	.605**
	Sig. (2-tailed)	.021
	N	59

Table 8: Correlation between Implementation of Recommendations and Sustainability of Miti Mingi Maisha Bora Donor Funded Project  
 \*\*. Correlation Is Significant at the 0.05 Level (2-Tailed)

According to the findings, there is a positive association between Implementation of recommendations and sustainability of Miti Mingi Maisha Bora donor funded project as shown by a correlation coefficient of 0.605 and a p-value of 0.021. The p-value is less than 0.05 and hence the association was significant. This agrees with the findings of Adan (2012) who found that the role of project implementation by project managers and government officials' role led to better performance of projects.

##### 4.4.2. Influence of Funding On Sustainability of Miti Mingi Maisha Bora Donor Funded Project

The study determined influence of funding on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service. The relationship between the two study variables was ascertained. The outcome of the analysis is shown in Table 9

		<b>Sustainability of Miti Mingi Maisha Bora donor funded project</b>
Funding	Pearson Correlation	.303**
	Sig. (2-tailed)	.007
	N	59

Table 9: Correlation between Funding and Sustainability of Miti Mingi Maisha Bora Donor Funded Project  
 \*\*. Correlation Is Significant at the 0.05 Level (2-Tailed)

The study established that there is a positive significant association between funding and sustainability of Miti Mingi Maisha Bora donor funded project. This is shown by a correlation coefficient of 0.303 and a p-value of 0.007. The study agrees with Meredith and Mantel (2010) who observe that the result of fund allocation enhances planned start and completion dates for each project activity, dates on which each resource will be required and the level of that requirement and planned cumulative expenditure incurred by the use of resources over time.

#### 4.5. Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Beta	Std. Error	Beta		
1	(Constant)	2.026	.420		4.824	.000
	Implementation of recommendation	.241	.147	.421	1.640	.008
	Funding	.173	.117	.317	1.481	.045

Table 10: Regression Coefficients  
 a. Dependent Variable: Sustainability

Table 4.26 shows the overall significant test results for the hypothesized research model. The interpretations of the findings indicated follow the following regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

- $H_{01}$ : Implementing recommendations has no statistically significant influence on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service

From the findings, there is a positive significant relationship between implementation of recommendations and sustainability of Miti Mingi Maisha Bora donor funded project as shown by a regression coefficient of 0.241. The p-value (0.008) was less than the significance level (0.05). Therefore, we reject the null hypothesis and conclude that implementation of recommendations has positive significant influence on sustainability of Miti Mingi Maisha Bora project. This is consistent with Iravo and Hassan (2016) that adoption of better mechanisms and plan recommendations with proper checks on design details and adherence to guidelines before commencement could enhance sustainability of projects

- Ho<sub>2</sub>: Funding has no statistically significant influence on sustainability of Miti Mingi Maisha Bora donor funded projects in Kenya Forest Service

The results also indicate that there is an inverse significant relationship between funding and sustainability of Miti Mingi Maisha Bora donor funded project as shown by a regression coefficient of 0.173. The p-value (0.045) was less than the significance level (0.05). According to the results, the hypothesis is that: funding has no significant influence on sustainability of Miti Mingi Maisha Bora donor funded project in Kenya Forest Service. Therefore, we reject the null hypothesis and conclude that stakeholder involvement has positive significant influence on sustainability of Miti Mingi Maisha Bora project. This was consistent with Tengan & Aigbavboa (2016) who found out that limited resources and budgetary allocations for monitoring and evaluation was a barrier to the implementation and sustainability of monitoring and evaluation the Ghanaian construction industry. Therefore, adequate resources are paramount for projects sustainability.

## 5. Conclusion and Recommendations

### 5.1. Conclusions

From the findings the researcher concluded that adopting management approach has enhances implementation of recommendation for better sustainability of the project. Implementation and recommendation have ensured sustenance of the project. Strategy plan provide useful tool that enhances adoption and implementation for sustainability of the project and Implementing vision of the project has enhanced growth and sustainability of the project.

Study concluded that majority of the respondents agreed that proper budgetary practices in project ensure that there is ability to remain sustainable. Funding is crucial where activity implementation is to be achieved as per the project design and goals. Lack of exposure to 'project finance has led to high transaction costs that prevent sustainability of the project and Adequate funding will ensure overall implementation as it greatly impacts on projects sustainability

### 5.2. Recommendations

The study recommends implementation of recommendations as it enhances full achievement of enterprises objectives and goals. Proper Exit strategies plan needs to be developed that would ensure the Vision, adequate resources, personnel skill development and quality management are in place and adopted to enhance sustainability and quality assurance. In addition to this in order to enhance marketing and product development stakeholder involvement in the project is important as it has a wealth of information on the business trends.

### 5.3. Suggestions for Further Research

The study was limited to only one donor funded project in Kenya Forest Service and hereby recommends further studies should be explored to other completed donor funded projects in Kenya Forest Service and other Organizations to enhance sustainability guided by recommended Monitoring and Evaluation initiatives.

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