

**Examining the Social Economic Strategies That Influence
Organizational Sustainability of Community Development
Programs: A Case of Good Shepherd Programs, Meru County,
Kenya**

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DECLARATION

I, the undersigned, declare that this research thesis is a product of my own work and is not the results of anything done in collaboration. It has not been previously presented to any other institution. All sources have been appropriately cited and acknowledged.

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DEDICATION

I dedicate this work to the Congregation of Our Lady of Charity of the Good Shepherd, my family, to Higher Education for Sisters in Africa (HESA) and to all who participated in the development of this research.

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ABSTRACT

Community Development Projects (CDPs) represent an important role in supporting communities to address their immediate social economic problems. However, most of these projects collapse as soon as their prominent donors withdraw. This study intended to establish reasons for project failure and subsequent lack of sustainability. The principal objective of this study was to examine social economic strategies that influence the sustainability of community development projects in Meru County, Kenya, with specific reference to Good Shepherd Programs. The research was anchored on stakeholder theory supported by systems theory. The study used a mixed-method research design. A convergent parallel mixed approach was used to combine qualitative and quantitative data to deliver a comprehensive examination of the research problem. A population of 63 program staff, 4 program directors and 4 parent mentors groups (FGDs) were used to provide the data. For qualitative survey, the 4 Sub-counties formed the sampling frame with each sub-county having one Focused Group discussion (FGD). Eight parent mentors were picked through snowballing where the first identified parents' mentor randomly picked from each sub-county helped to identify the next 7 other parents' mentors based on their availability to take part in the FGDs. However, the research relied heavily on quantitative techniques through questionnaires. Purposive, census, and snowball sampling were used to select the study participants. Data analysis was done using Statistical Package for the Social Sciences (SPSS) version 21 through descriptive and thematic analysis. Data from interviews was organized into themes and presented in narrative form and direct quotes. Descriptive statistics generated in the form of frequencies and percentages were used to summarize the quantitative data and presented in frequency distribution tables. The study concluded that there were numerous organizational strategies affecting sustainability of Good Shepherd Programs in Meru County. These ranged from staff involvement, program planning, communication, strategic plans implementation to stakeholder engagement. Consequently, this study suggests a wide range of proposals aimed at making the Good Shepherd Programs more effective and sustainable. Some of them include informed participation, awareness creation, communal ownership of projects, transformation and visionary leadership, development of staff capacities, transparent and accurate financial accountability, and elimination of dependency on donor support.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO:	Community Based Organizations
CDP:	Community Development Projects
CORAT:	Christian Organizations Research and Advisory Trust
CSO:	Civil Society Organization
CSR:	Corporate Social Responsibility
ECDE:	Early Childhood Education
ECAP	Eastern and Central Africa Province
ECOSOC:	Economic and Social Council
ENEP:	United Nations Environmental Programme
EU:	European Union
FBO:	Faith Based Organizations
FGDs	Focused Group Discussions
KYEP:	Kenya Youth Employment Project
MDGs:	Millennium Development Goals
NGOs:	Non-Governmental Organizations
OLGHS:	Our Lady of Grace Home and School
PM:	Project Management
RGS:	Congregation of Our Lady of Charity of the Good Shepherd
SD:	Sustainable Development
SP:	Social Protection
SDGs:	Sustainable Development Goals
TVET:	Technical and Vocational Education Training
UN:	United Nations
WBCSD:	World Business council for Sustainable Development
WCED:	World Commission on Environmental and Development

OPERATIONAL DEFINITION OF TERMS

Good Shepherd Programs: Refers to the programs or projects initiated and managed by Good Shepherd Sisters.

Sustainability: Sustainability refers to all types of growth and development that meet the basic requirements of the present without compromising the possibility of future generations meeting their needs. In this case, sustainability refers to the stability and continuity of programs in achieving the expected outcomes and transforming communities.

Projects: Projects are essentially social interventions within a given social system affecting social methods, changing social systems, structures, organizations, policy, and the social behavior of the people. In this perspective, projects and programs are used synonymously, referring to the interventions carried out by Good Shepherd Sisters to transform social systems that socially dehumanize people and make them dependent.

Project Sustainability: A project's potential to preserve a satisfactory level of interest flows through its valued financial life. A project can maintain its usefulness for its the projected lifetime. In this case, a sustainable project will be measured by its ability to continue after extensive external support.

Organizational Sustainability: Organizational sustainability provides organizations with the people and structures necessary for accomplishment of their goals in the global marketplace of the 21st century. It means possessing the leadership, capability, worldwide astuteness, and change strategies required to rise to organizations' unique challenges today. In this case, it implies social economic capacities that facilitate program sustainability.

Community development programs: This refers to social interventions introducing social processes targeted to change the existing social structures and institutions simultaneously with altering the social behavior of its members. In this case, they refer to a complex undertaking started by Sisters of the Good Shepherd to support the communities where they are established to improve their living standards.

Community development: Community development is about capacity building that facilitates the members to recognize opportunities and develop policies for exploiting these possibilities. In this case, it refers to the transformation experienced resulting from the interventions of Good Shepherd Programs.

Development practitioners: People or organizations involved in development within communities. In this case, Good Shepherd Sisters are part of the development practitioners.

Program Partners: Program partners are members of different organizations and groups who support, benefit and participate in the implementation of Good Shepherd Programs directly and indirectly, they include, Friends of the Good Shepherd, Head teachers of Primary and Secondary Schools where children are placed, and Mentors Groups that represent the parents as well as other service providers.

Resource mobilization: This refers to all actions involved in ensuring new and extra resources for the organization. It also encompasses better use of and optimum use of the existing resources. In the context of this research, it means exploring ways of utilizing available resources and exploring new avenues to support program implementation.

Leadership: This is the process where an individual or group influence and guide followers and other members of an organization in achievement of the overall goal. This will be measured by staff involvement and integration into the programs. In this case, leadership is the ability of the management to recognize and engage in participatory processes that are crucial at all levels, which include transparency, accountability, and disseminating pertinent data to program participants, staff involvement, and integration are critical to good leadership.

Stakeholder engagement: This is the process by which organizations communicate and get to know their stakeholders. In this study, stakeholder engagement refers to the process that brings in all persons, groups, and institutions that are relevant to give the necessary support to the general implementation of the programs. The number of partnerships and networks created in the programs will measure the level of engagement.

Strategies: This are set of related actions that managers take to increase the intended organizations' performance and achieve a specific goal. Strategy is defined as a plan of action. In this study, it means all actions that are put in place to influence the sustainability of community development programs run by Good Shepherd Sisters. In this study, the strategies include; leadership, resource mobilization, and stakeholder participation.

CHAPTER 1: INTRODUCTION

1.1 Introduction

The chapter presents the insertion of the researcher into the research problem, the study background, problem statement, the study purpose, study objectives, research questions, significance of the study, scope and delimitations of the study, study limitations, study assumptions, and chapter summary.

1.2 Insertion and Personal Experience

Since its inception, the Church has been involved in the spiritual and social welfare of the society. Individuals inspired by the works of Jesus also took up the task. In 1835, the Congregation of Our Lady of Charity of the Good Shepherd (RGS) aka Good Shepherd Sisters emerged with its roots from St. John Eudes in 1641. Their main call was to address the social challenges that affected the whole of Europe. After the French revolution of 1879, people were left devastated, and many social institutions rose to address the effects. St. Mary Euphrasia founded the Congregation in France to address the social injustices that affected mainly women and children. They Congregation established centers for women from the prisons and orphanages for children who were left homeless and devastated after the revolution.

The mission spread over the world with time, opening institutions like schools, hospitals and orphanages in all continents to cater for the rising numbers of women and children living in poverty. Some were victims of abuse, sexual violence, substance use, slave trade, human trafficking, migration, and victims of war. Later the Good Shepherd Congregation was affiliate to the United Nations (UN) as a Non-Governmental Organizations (NGO). The Good Shepherd Congregation has a consultative position with the Economic and Social Council (ECOSOC) since 1996 under the overall authority of the General Assembly of the United Nations. This affiliation helps the Congregation to extend mercy and compassion to people living in poverty and under oppression. The Congregation mission focuses on five

key areas, namely; migration, economic justice, girl child, human trafficking, prostitution and integral ecology. The Congregation commits to work with women and children, especially those trafficked, forced to migrate, and engaged in prostitution, and addresses economic justice and integral ecology (homelessness, hunger, exclusion).

Good Shepherd Sisters is, an International Congregation present in 72 countries worldwide. The Congregation envisions a new way of life that cherishes union with God and the entire creation. It also envisages an inclusive society where dignity and diversity of life are honored and due protection is accorded to all. The Good Shepherd Sisters arrived in Kenya in 1981. They established social development projects and programs in different Catholic dioceses of Meru, Embu, Nairobi, Kitale, Kitui, Mombasa and Kajiado (Ngong). As a community and faith-based organization, the Congregation focuses on the plight of women and children living in abject poverty. The researcher is a member of this International Congregation. This gives the researcher an insider view and experience.

The researcher's interest in social and economic strategies that influence organizational sustainability of community development programs in Meru has been motivated by challenges in financing community projects, management and administration gaps, limited community involvement and engagement in project planning and design, inadequate human resource capacity and lack of alternative resource mobilization strategies that Sisters have faced over the years. The researcher assumes that sustainable community development programs will bring transformation and change to systems and structures that dehumanize targeted groups of women, children, and youth. The study hopes to suggest establishing key social and economic strategies that support long term sustainability of projects and programs long after donor funding is depleted.

1.3 Background to the Study

Long-term development is confronted by economic, social, and environmental challenges. According to UN estimates from the 2013 World Economic and Social Survey, one billion people live in absolute poverty. Income disparities have been widening both within and between countries. Unmaintainable consumption and manufacturing patterns have triggered massive economic and social problems. The world now faces emerging challenges exacerbated by financial, economic, food, and energy crises that have compromised long-term development prospects of many countries. The United Nations Conference on Sustainable Development (UNCSD) reiterated the global commitment to pursue a development that is sustainable based on Agenda 21 principles; (United Nations, 2013). As a result, the Sustainable Development Goals (SDGs), also known as Global goals were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

The Sustainable Development Goals Report (2020) provides the most up-to-date information on progress toward achieving the SDGs. Preceding the COVID-19 pandemic, there was uneven progress; the world was far from reaching the 2030 target. Unprecedented economic, social, environmental, and health crisis are endangering lives and livelihoods making the attainment of SDGs even more Challenging. The Covid !9 Pandemic exposed societies' harsh and profound disparities, exacerbating existing differences within and across countries. It is important to underline that COVID-19 triggered an unprecedented catastrophe in such a short time, disrupting SDG development even more, with the world's poorest and most vulnerable being the most brutally hit (UN, 2020). Now the Climate change is affecting countries across the globe.

Climate change and environmental deterioration, poverty, and inequality challenges in North America and Canada. A development concern in North America are excessive resource consumption

levels (Kemdirim, 2009). For example, implementing sustainable development goals in Canada is still a work in progress. Despite the country's overall high social and economic growth level, three million Canadians still struggle to meet their fundamental necessities. Poverty, racism, and social isolation affect Indigenous peoples, women, youth, and the elderly, as well as newcomers to Canada and people with disabilities (Voluntary National Review, 2018).

Individuals, civil society organizations, businesses, and all levels of government across the European Union have created a more sustainable activity over time (Maliene et al., 2012). The SDGs have become a yardstick for measuring economies and financial markets (European Union, 2018). Despite some economic recovery, Europe confronts numerous hurdles in ensuring long-term economic growth and the viability of social services. The European Union's member states face the most pressing challenges in achieving climate, biodiversity, and circular economy goals (EU, 2019).

According to Europe Sustainable Development Report (ESDR) 2022, many European women and girls, for example, are not reaching their full potential. Many people continue to be denied access to high-quality education, perpetuating exclusionary and marginalizing behaviors. Healthcare systems are dealing with rising and complex demands, persistent imbalances that jeopardize the EU's fundamental principles and patients' rights, and societal cohesion. Citizens' trust in government, the political establishment, the EU and its governance forms, and other institutions has eroded due to rising or ongoing inequality and the belief that public institutions are not serving the public interest (EU, 2019).

Despite the efforts and progress that have been made, Europe and the rest of the world face several ecological challenges (EU, 2018). France, for example, continues to face many development challenges. The country is grappling with concerns such as eliminating social, educational, and gender inequities, maintaining healthy ecosystems and natural reserves (Voluntary National Review, 2016).

Asia has also faced numerous hurdles on the road to sustainability. Despite significant progress in alleviating extreme poverty, Asia and the Pacific still make up half of the world's most poor people. With the future of the global and regional economies undetermined, Asia's essential task is to continue the growth required for job creation and poverty reduction (Groff, 2016). India for example has made significant progress towards SDG goal 4, aiming to ensure inclusive and equitable quality education and promoting life- long learning opportunities. However, improving health indices such as mortality, morbidity, and various environmental factors that contribute to poor health has proven difficult.

South America and Caribbean have also encountered numerous development obstacles. South American and Caribbean have played a leading role in promoting and approving the 2030 Agenda for Sustainable Development, which provides an opportunity for countries in the region to prioritize reduction of disparities as a critical component for development. Despite the region's dedication and progress, environmental concerns, persistent inequities, and rising violence keep millions of people in the region in continual uncertainty (UN Development Group, Latin America and the Caribbean, 2018). Economic efforts with infrastructure projects in Brazil offer minor and temporary social advantages, while their social and environmental consequences are severe. Barriers to more sustainable development include decision-making system that is heavily influenced by corruption or players having stakes in non-sustainable activities. Brazil is facing serious dangers in Amazon region, including illegal logging, drug trafficking, mining, and climate change (Fearnside, 2018).

Natural resources are reported to be abundant across the African continent. However, the continent's development strategies have not always been in harmony to provide a decent standard of living and long-term development. Severe socio-economic and environmental disasters have hit majority of African countries. Increased temperatures and oceanic levels, shifting rainfall patterns, and more life-threatening weather threaten human life and security, food and water safety, and social economic

development (Serdeczny et al., 2017). Inefficient policies for addressing African economic concerns, outdated laws, and inability to enforce those laws are among the many developmental challenges (Boon, 2016).

According to the South African government, poverty is prevalent in South Africa, with over 70% of rural populations affected by poverty. The economic situation in the rural areas is not thriving enough to support people who work and cost of living keeps going higher. Apart from poverty, homelessness, and mismanagement of community establishments, poor administration and unrealistic priorities are a source of blame for the present issues threatening sustainable communities (Van Schalkwyk, 2015).

Africa as a developing continent faces more significant problems in terms of project sustainability (Takeuchi and Aginam, 2011). Africa appears to be stuck in a dysfunctional cycle. The continent exhibits an inability to climb the economic ladder on its own. It remains a source of concern on what is holding Africa back and preventing it from joining the rest of the globe in economic development (Itumo, 2017). Reliance on foreign aid is a source of inability to develop (Mayo, 2009). The beginnings of foreign aid dates back to and its aftermath. It was a framework designed to support in the post-World War II reconstruction of Europe. Due to low levels of education among African populations, low-paying employment, inadequate access to global markets, and weak infrastructure, Africa became a beneficiary of foreign aid after the post - World War II reconstruction of Europe. As a result, wealthy countries recognized Africa as a prime target for charity, and support began to flow especially to Sub-Saharan Africa, one of the world's poorest regions, with an average daily income of less than a dollar (Acheampong, 2013 & World Bank, 2013).

World Bank (2013) states that Africa experienced consistent and strong economic growth. However, despite improvements, significant social-development concerns remain, particularly poverty and inequality. To attain the development goals, national, regional, and global institutions and

development partners will need to collaborate in verbalizing and mobilizing appropriate and effective methods of execution (United Nations: Economic Commission for Africa, 2015).

Although Africa is constantly progressing in building essential elements for sustainable and flexible societies, growth in achieving the SDGs is minimal. However, it is notable that, in a short period, the COVID-19 pandemic unleashed an extraordinary crisis, causing further confusion to SDG progress, and as a result changing the gains of each SDG (EU, 2020). Consequently, this hopes to provide sustainable social economic strategies to help in building sustainable and resilient societies in Kenya, an African country, which faces sustainability issues regarding projects of human development.

Kenya developed its Roadmap to Sustainable Development Goals (SDGs) – Kenya’s Transition Strategy 2026-2018, which covered seven broad categories that are expected to guide the shift from the Millennium Development Goals (MDGs) to the SDGs. Kenya has taken several actions apart from the SDGs Road Map, including mapping the SDGs with Vision 2030, advocacy and awareness creation, capacity building, establishing an institutional framework, the MDGs End Term Report, mainstreaming SDGs in policy and planning, including performance contracts and Strategic Plans of Ministries, Departments, Agencies, and indicator mapping. This was accomplished with the help of the stakeholders' dedication (Ministry of Devolution and Planning, 2017).

According to the report, Kenya has taken steps to abolish hunger and poverty in all its manifestations since January 2016. Kenya's poverty rate is 45.2 percent, down from 46.8 percent in 2007. Several poverty-relieving programs are now underway (Ministry of Devolution and Planning, 2017). However, the COVID-19 pandemic has pushed a significant section of the populace back into poverty, the extent of which is unknown (Pinchoff et al., 2021).

The government runs social protection (SP) programs as part of the country's Commitment to ensure that all people move at the same pace. The Government departments and agencies, business sector,

groups, households, and other non-governmental organizations implement such programs and interventions. Kenya recognizes that development is around people and as a result has adopted a human rights-based development strategy (Kenya National Commission on Human Rights, 2015). Thus, social protection programs and interventions are vital to improving people's lives. This is for developing sustainable programs whose long-term benefits continue far more after government or donor support.

In project implementation, sustainability refers to the chance that a project will continue long after donor funding is over. Project sustainability is the fundamental difficulty facing local, national, and international development organizations. A large amount of donor funds have been spent in communities worldwide to improve people's living standards. However, one of the most challenging obstacles is determining how long projects can survive in the face of donor withdrawal. In community development programs, sustainability distinguishes success and failed projects (Gichuki, 2019).

In Kenya, the Good Shepherd Sisters have implemented development programs in Meru since the 1980s. They focus on holistic formation, supporting programs for vulnerable children, especially the girl child and women, and advancing the rights of people living in poverty, victims of human trafficking, gender-based violence, and other sorts of prejudice, and confronting oppressive and unjust structures and systems. These projects implemented include; education sponsorship for school children, a total of about 1,565 children are sponsored for basic primary, secondary and tertiary education, microfinance groups that aim at improving the living standards of sponsored families by enlightening them on better use of resources and increasing production as a way of improving their living standards. The program has 64 microfinance groups (faith circles) with about 1,713 members, primarily parents of sponsored children in the programs. The program also provides nutrition and health services to both the parents and children responding to the food and nutrition needs of school children in most vulnerable

schools. There are direct community development projects involving provision of safe environment for community members to better care for their children. Projects also support the development of local institutions like schools (July-September quarterly narrative report, GSP Meru, 2021). There are rescue, rehabilitation and reintegration of children projects that provides a safe home for vulnerable children (OLGHS, 2017)

A dispensary acts as an outreach program and mobile clinic for the provision of affordable medical care to the communities around Kangeta, adult literacy provides basic numeracy and literacy skills to adults who have never been to school. The principal aim of these programs is poverty reduction and to contribute towards long-term sustainability and social transformation of communities.

In general, the programs contribute to the accomplishment of different sustainable development goals by promoting gender equality (SDG 5), quality education (SDG 4), decent work and economic growth (SDG 8), zero hunger (SDG 2), good health and wellbeing (SDG 3), and eradication of poverty (SDG 1). The challenge of project sustainability however persists despite the efforts. Available funds to run all Good Shepherd Programs are donor sourced. For example, in 2019 alone, the annual budget for sponsorship and community projects amounted to about 800,000 USD (CORAT Africa, ECAP Evaluation Report, 2019). This reliance on donor funding places the programs at a higher risk of closure necessitated by donor withdrawal.

Consequently, this study will focus on understanding social and economic strategies and dynamics behind sustainability challenges despite having continued donor funding. Chalice International in particular, started funding Good Shepherd Programs in Meru in 2001 and other donors have been funding Good Shepherd Programs even before then. This study will explore possible factors and strategies that will support long term sustainability of Good Shepherd Programs.

1.4 Statement of the Research Problem

The goal of Good Shepherd Sisters in Kenya is to provide holistic formation supporting vulnerable communities to grow toward social economic sustenance by establishing social and economic programs on education, women empowerment, rescue, rehabilitation and provision of affordable health care to communities. However, sustaining these initiatives remains a challenge. Heavy reliance on donor funding has been observed among Good Shepherd Programs (GSP) since inception in 1980s. Currently, most of the programs are 100% donor funded. This can pose a formidable sustainability challenge in the event of unanticipated donor withdrawal. The main projects implemented under donor funding include: education sponsorship for children, adult literacy, health and nutrition, feeding programs, agriculture, community development, rescue, rehabilitation, child protection and social enterprise development. Donor related challenges and changes in community priorities have led to the closure of vocational training and crises intervention centers in the past. According to the evaluation report conducted by CORAT Africa (2019), it was revealed that, over reliance on donor funding is a major setback towards sustainability of Good Shepherd Programs in Kenya. Other factors deemed necessary to consider investigating were; organizational relevance in terms of its vision, mission and charism, effectiveness, program performance, impact on the communities, reporting and compliance, diversified sources of finding, and organized transition management strategies.

On average Good Shepherd Programs in Meru receives approximately 800,000 USD annually for the development work. Despite having constant congregational support and continued donor funding channeled towards the existing programs, Good Shepherd projects still face myriad challenges in relation to long-term sustainability. These challenges have impacted program performance leading to ultimate closure of some programs in the past following funding withdrawal and project closure (CORAT Africa ECAP Evaluation Report, 2019). For example, at the evaluation period, 1600 children

were benefiting from the education sponsorship program. However not all the beneficiaries manage to transit to technical training or university level after secondary education. Therefore, there is need for a technical and vocational skills center for youth who complete secondary education and cannot advance to higher education levels.

Accordingly, there is lack of knowledge on the strategies that can influence long term sustainability of community development projects among Good Shepherd Programs in Meru. This study sought to find ways of addressing impediments that make it difficult to achieve sustainability of community development projects.

1.5 Purpose of the Study

The study aimed to establish social economic strategies that influence organizational sustainability of community development programs among the Good Shepherd Programs in Meru County, Kenya. The outcome of this study was intended to help the Good Shepherd Sisters and other NGOs develop better strategies that would ensure organizational sustainability.

1.6 Objectives of the Study

The overall objective of this study was to examine the social economic strategies that influenced the sustainability of community development programs in Meru County, with reference to Good Shepherd Programs. The specific objectives were to:

- i. Explore organizational factors affecting the sustainability of Good Shepherd Programs in Meru County.
- ii. Examine social economic determinants of sustainability of Good Shepherd Programs in Meru County.

- iii. Explore the importance of stakeholder engagement in the sustainability of Good Shepherd Programs in Meru County.

1.7 Research Questions

This study was guided by three research questions:

- i. What are the organizational factors that affect the sustainability of Good Shepherd Programs in Meru County?
- ii. How do social economic determinants influence sustainability of Good shepherd Programs in Meru County?
- iii. How does stakeholder engagement influence the sustainability of Good Shepherd Programs in Meru County?

1.8 Significance of the Study

The research may be crucial in six main ways. First, it may add knowledge to the research on organizational sustainability and project outcomes, as well as inform the policy discussion on organizational sustainability. Second, the findings of the study and their policy implications may be valuable to the Kenyan government in ensuring the long-term viability of development and community development programs. Third, the study may be useful to communities and civil society by shedding light on various organizational practices that improve project sustainability. Fourth, the organizational sustainability of community projects, which this study looks into, may be of interest to researchers in the development field. Fifth, the research may benefit the Congregation of Our Lady of Charity of the Good Shepherd and other faith- based organizations and stakeholders on possible strategies for program sustainability. Sixth, the results of this study may offer insight and add to the understanding on how

organizational sustainability is a critical aspect in maintaining organizational stability and progression when external funding is reduced.

1.9 Scope and Delimitations of the Study

The study was carried out in Meru County, Kenya, within the framework of exploring organization strategies influencing sustainability of community development projects with a special focus on four Good Shepherd Programmes, namely Our Lady of Grace Children's Home and School, Good Shepherd Save a Child - Kooje, Good Shepherd Save a Child - Kangeta and Good Shepherd Save a Child - Tumaini in Meru which are involved in community development and social transformation. This study focused on evaluating the strategies that influence project sustainability. The choice of four projects for this study was influenced by the fact that Good Shepherd Sisters settled first in Meru at the start their mission in Kenya. Meru is also, the leading county where Sisters have multiple development projects. The study was interested only in organization strategies that influence sustainability and the researcher is delimiting to Meru County.

1.10 Limitations of the Study

The research was to investigate strategies that influence sustainability of community development programs in Meru focusing on four Good Shepherd Programs. The researcher being a member of the said institution, was faced with difficulties related to conflict of interest and meddling in the data collection process. The researcher anticipated lack of openness among the participants. In order to solve this, the researcher ensured anonymity and confidentiality, and re-assured participants that their feedback would be used for the study purposes only. The researcher made use of a trained research assistant for the collection of data to ensure that participants gave useful information freely

The researcher was faced with time and financial constraints in collecting data. This was because the time required to complete the study and financial support to cover the field were limited. To address this, the researcher used a research assistance who was trained on data collection. There was also the possibility that language and cultural limitations would cause information distortion. To mitigate this, the researcher collected data assisted by an assistant trained in research who was familiar with the language and culture of the area.

1.11 Assumptions of the Study

The study was be guided by two assumptions:

- i. That if organizational sustainability is properly incorporated in projects, then it could lead to program sustainability and reduced donor dependency.
- ii. The study assumed that the solutions to sustainability challenges drawn from this research will help to develop better strategies for sustainable programs managed by Good Shepherd Sisters and other NGOs.

1.12 Chapter Summary

The study's backdrop has been highlighted in this chapter from global, regional, and local perspectives. It also demonstrated the importance of project sustainability in terms of community development initiatives. The problem statement, the researchers' personal experiences, the study's purpose, the research objectives and the research questions, the study's importance, the field limitations and delimitations, and the study's assumptions were also explained. The next chapter is a review of the literature on the research topic.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The chapter presents and discusses the literature related to the topic of this study. The discussion is guided by the research objectives. It starts with the review of theories and highlights the main position, strengths, weaknesses, and the application of each theory in relation to organizational sustainability. The discussion of the existing literature relevant to the study is then followed by the study's conceptual framework showing the variables both dependent and independent and their interrelationships. At the end, the chapter summary is presented based on the revised literature identifying the gaps in knowledge.

2.2 Theoretical Review

Theoretical framework guides the study in the review of relevant theories associated with the survey. The academic review describes the direction of research and firmly roots it in theoretical constructs. A solid theoretical framework gives research direction, convincingly defining, explaining, and generalizing the findings (Adom et al., 2018).

Since this study focuses on sustainability in organizations and sustainable development involving rural people in Kenya, the researcher has opted for stakeholder theory. The way an organization works with the people who are key stakeholders, directly or indirectly affects the efficiency and effectiveness of its service rendered to the communities who are among the key stakeholders.

Another important theory to this study is the systems theory. The study of sustainability is the study of systems. Systems are nested within other systems. Sustainability is therefore a system that is seen within other systems. The challenges related to sustainability are systems problems. An organization cannot be sustainable on its own without the linkages to other systems such as leadership and management, human resource management and sound financial systems (Robertson, 2021).

The theory helps to illustrate that a community development organization is an open system that operates within an environment where it gets its inputs and depends on the open environment to achieve its goals. The two theories therefore help to connect the three objectives of this study.

2.2.1 Stakeholder Theory

In 1984, Dr. Edward Freeman from the University of Virginia in USA invented the term "stakeholder theory" (Chang et al., 2017). In order to manage their enterprises more successfully, Freeman emphasized that corporations must be aware of their interactions with internal groups like suppliers of materials, customers who purchase products, and employees who offer services as well as external groups like the government entities and other organizations (Chang et al., 2017). Stakeholder theory is a well-known corporate ethics and management theory that encourages ethical, effective, and practical approaches of dealing with environmental issues in a variety of situations (Waheed et al., 2020). Stakeholder theory is a concept in management theory and practice that focuses on all groups that may have an impact on an organization. As a result, this leads to an examination of these relationships and interest groups, as well as the mechanisms that enable them to exist (Hawrysz & Maj, 2017).

According to the stakeholder theory, the success of an organization is defined by the ability to gratify all its stakeholders. Stakeholders, according to Freeman, are those groups that an organization would not operate without. If a an organization forces its projects on communities or mistreats its personnel, eventually it ends to failure. By considering social and environmental factors, the theory supports in decision-making (Harrison et al.,2015). By focusing on suppliers, consumers, employees, investors, communities, and environmental situations, the theory encourages firms to get insights into discovering productive connections with their stakeholders. The ability to comprehend the wisdom of ecological challenges is a crucial occurrence.

Stakeholder theory is applicable to this research because it lays emphasis on the need to treat all stakeholders fairly, as the success of an organization is dependent on their collaboration. Nonetheless, there are several flaws in the theory that must be addressed.

2.2.1.1 Strengths and Weaknesses of Stakeholder Theory

Stakeholder theory is distinct in that it takes a wide approach to problem solving. This is both captivating and crucial information. All stakeholders should be treated equally, honestly, and even with kindness, according to stakeholder theory. Other types of business systems are more likely to focus on one or a few stakeholder groups. Employees are the focus of human resource theory, while customers are the focus of marketing theory, and shareholders and financiers are the focus of finance theory. Treating all stakeholders with respect and in an engaging manner, according to stakeholder theory, creates synergy. The message is that, how a firm treats its customers has an impact on its employees' attitudes and performance, and how it treats the communities it serves has an impact on its suppliers' and consumers' attitudes and habits. A generalized exchange is the term for this concept, and it is a major component of the theory (Harrison et al., 2015).

The stakeholder theory has been criticized for being subjective. When this theory is used in organizations on a regular basis, it can become subjective. It is also impossible to accommodate all stakeholders' interests at the same time. The interest of a group is often too broad to manage. This is because stakeholders are such a wide and diverse group. It is impossible to satisfy all stakeholders. Instead of employees and customers, the organization can prioritize stakeholders such as firm shareholders (Blackburn, 2019). The challenges of stakeholder theory can be mitigated by identification of stakeholders directly affected by the organization's decisions and then attempt to meet their identified needs. This can be accomplished by putting in place a stakeholder management plan (Blackburn, 2019).

Stakeholder theory is also investigated from a methodological standpoint. Everything and everyone can be a stakeholder, unless stakeholders are accurately identified and their roles in corporate governance defined. The theory's regulating and ethical stance has been questioned. The focus on stakeholders allows managers to make prejudiced decisions in pursuit of their own goals. In this scenario, the idea provides an excuse for managers to ignore the interests of the company's shareholders and owners (Damak-Ayadi & Pesqueux, 2005).

Despite its subjectivity and inability to meet all stakeholder interests, and technical issues, stakeholder theory is still applicable in this study. For example, not all the beneficiaries from the community can be absorbed in the programs, a certain selection criterion must be followed. Proper engagement and management of stakeholders will enable project stakeholders to collaborate and to improve the project's service quality while minimizing negative outcomes and promoting the project's environmental, social, and economic sustainability. To counteract the flaws, the researcher has brought the systems theory into the discussion.

2.2.2 Systems Theory

Ludwig von Bertalanffy introduced systems theory in the 1940s. It was originally designed for biological sciences, but as it evolved into general systems theory, it was expanded into other domains. A system, according to the theory, is made up of elements, attributes, and internal relationships that exist within a context. As a result, a system is a collection of ideas that interact inside a domain to generate a bigger design that is distinct from other pieces (Chikere & Nwoka, 2015)

A system is made up of subsystems whose interconnectedness and interrelationships progress toward equilibrium is within the larger system (Amagoh, 2008). A system can either be closed or open. According to Gunaratne (2008), closed system goes through inner chaos, fragmentation, and finally

death. Open systems, which are biological, psychological, and social systems, exchange energy and materials with the surrounding. An open system explains an organization's goals, structures, and strategies as responses to the social context in which it attempts to survive and realize its goals. The aims, structures, and methods of an organization are explained by open systems theory as responses to the social context in which it tries to survive and achieve its objectives. To carry out a community development project, Good Shepherd Sisters would have to integrate all organization's processes in order to meet its objectives.

Accordingly, a project (system) consists of many aspects (in this case, stakeholders), donors, implementing staff, host community, beneficiaries, and the internal and external environment. They all interact with one another during the transformation process and play a critical role in a project's success and long-term sustainability. If one factor is overlooked, the project's performance and long-term sustainability will suffer (Chikere & Nwoka, 2015). As a result, the system approach provides a framework for the actual collaboration of various components of a community development project in a specified arrangement in order to meet the project's objectives. The effectiveness of the complete system, which is the community project with its various programs, is determined by the ability of distinct project departments (sub-systems) to function in synergy.

The study of sustainability is the study of systems. Sustainability challenges therefore are systems problems. Organizational sustainability is linked to other systems such as leadership and management, human resource management and sound financial systems. Systems theory in this study illustrates that a CDP is an open system that operates within an environment where it gets its inputs and depends on the open environment to achieve its goals. To carry out a CDP, the RGS have to integrate all organization's processes which includes committed, transformation and visionary leadership, implementation of sound management policies and procedures, facilitative organizational structure and staff capacity development.

A systems approach in this research consequently provides a framework for actual collaboration of multiple components of CDP to meet the project's objectives. The two theories therefore help to connect the three objectives of this study.

The theory has been challenged as a theoretical management technique with little practical application. Because an organization operates and resolves issues, the theory has little interest in applying different techniques and methods. Yet the importance of linkages between the various sections of the organization is emphasized. Nevertheless, the precise nature of interdependence is unknown, as is the true interaction between the organization's internal and external environments (Amagoh, 2008). Despite this criticism, systems theory is applicable in this study. To define the sustainability of a system whether, process, or human activity, it depends on the assessment and evaluation of a variety of technical and human factors, and their influence on each other (Pappas, 2012). For example, the sustainability of management, resources and stakeholders in this study was determined by careful evaluation of activities employed in each case and how they influence one another.

2.3 Empirical Literature Review

This part examines some important experimental studies on organizational sustainability which are related to this study. The review is guided by research objectives and conceptual structure of this research. These empirical studies are reviewed based on the place of study, the methodology used, the findings, and the conclusions. This enabled the researcher to identify the research gap for additional study.

2.3.1 Understanding Sustainable Development and Sustainability Strategies

According to Heinrichs et al. (2016), a German chief miner, Hans Carl von Carlowits first documented the necessity for sustainable development in 1713. He emphasized that long- term

prosperity in mining and linked livelihoods required sustainable forestry. Growing, harvesting, and repairing trees must all be done in a balanced manner. After more than 300 years, the philosophy of sustainable development and sustainability has expanded far beyond forestry and natural resource management. Education, health, environment, economic growth, and organizations are examples of aspects where sustainable development is emphasized (Pappas, 2012). Sustainability has become a critical reference point for communities and the entire planet in terms of preserving the future. Many organizations are now required to include sustainability in their strategy (Kopnina, & Blewitt, 2014).

The Brundtland Commission Report of 1987 and the conference of the United Nations on Environment and Development held in Rio de Janeiro in 1992 were credited for disseminating sustainability as a guiding principle for society. Government diplomats, corporate executives, non-governmental organizations, activists, and researchers gathered in Rio in 2012, nearly 25 years after the Brundtland report and 20 years after the Rio summit, to take stock and explore the future of sustainable development. Different perspectives emerged from the conference. Despite considerable advances in government, business, and civil society on sustainability issues, the world continued on unsustainable paths. The international community remain still a long way from achieving sustainable development that meet social, ecological and economic needs. Resulting from the recognition that the world was still far from achieving just growth, global sustainability goals were developed in 2015, as well as an international sustainability council to push efforts toward sustainable development (Heinrichs et al., 2016).

According to Brundtland Commission sustainable development is defined as ensuring that the current generation satisfies current demands without threatening upcoming generations' ability provide for their own needs (Pappas, 2012). Humans and their economic systems are inextricably linked according to the concept of sustainability. The three Es (economics, environment, and equity) of

sustainability witness to the fact that a sustainable society requires a balance and equal care for the environment, social, and economic factors (Caradonna, 2014). Similarly, a community development program must seek a balance by incorporating all factors that support sustainable projects and organizations.

2.3.2 Project Sustainability

Project sustainability is of serious concern in many community-based organizations. In emerging countries, a substantial quantity of projects fails to bring anticipated support to the community over the long term. Projects, according to Oino et al., (2015) are basically social activities organized into a proposed social organization that stimulate social developments and result in changes to the system's social structures and institutions, and the behavior of the people in the society. As a result, in order to promote project sustainability, development practitioners ensure that social systems in community development initiatives adapt to shifting societal trends. A project must be executed within a strategic framework in order to be sustainable for the long term. A sustainable project is said to deliver the intended results over a long-term period. However, project sustainability remains a key challenge for many community development organizations. In emerging nations, a good number of projects, become challenging in delivering potential benefits to the society for the long term. Good strategies for sustainability of community development programs developing nations need anchorage on clear understanding of the existing challenges. It should therefore be based on a clear understanding of the existing problems, the beneficial impacts and factors that determine sustainability (Salat & James, 2019).

In Kenya and several other developing nations, Oino et al., (2015) found that project sustainability was a key challenge. Most large-scale initiatives have sustainability issues. The failure of

such projects becomes a concern for me because, as a researcher, I would like to figure out why such initiatives fail to last and deliver anticipated benefits despite large sums of money invested in their design and development.

Many community development organizations, according to Persoon (2016) face serious difficulties in project sustainability. Obviously, it is challenging to maintain unsustainable initiatives over time. Stakeholder participation, outstanding leadership, community capability, and the availability of financial and human resources are all variables that affect the long-term viability of community development programs. Many community-based organizations (CBOs), especially those in developing world and emerging economies, face major challenges in maintaining their programs. In the long run, programs that are not sustainable have less impact on the population. Programs must be independent once they have been implemented to achieve the desired community effect. A few of Good Shepherd Sisters' Meru-based projects have suffered similar difficulties. This has triggered my interest in the search for strategies that would lead to project sustainability and further social transformation.

2.3.3 Community Development Programs

Community development programs are social interventions that mutate into social processes with the goal of improving social structures and institutions and, as a result, modifying the social behavior of the community members. Community development projects differ from standard projects in a number of ways, including reliance on a community-based, need based and rights-based approaches. During the implementation of a community-based program, a community-based system works in collaboration with persons of interest. These people can spot assets or resources and transform them to support the community in achieving its objectives (Phillips & Pittman, 2014).

Consent and participation from the community are required for community development activities to take place. This implies that, the needs of the target community needs must be considered in all aspects of the program. The stakeholders' support of the program is crucial in gaining community acceptability. Community members are believed to have a better understanding of their issues and are well experienced with knowledge, skills and resources to identify and to explore real answers best suited to their needs. This would necessitate consideration of local values, which would further require acceptance and integration of indigenous knowledge and their social cultural beliefs. Through identification and consideration of community norms, values, models, and religious beliefs, community development initiatives encourage social and cultural diversity.

Lack of acceptance of socio-cultural variability may result in trust limitation and hostility, limiting the community's ability to sustain itself. Finally, to accomplish long-term goals and sustainability, community development projects necessitate managerial skills. In order to guarantee proper execution, the organizations involved must have adequate managerial capabilities. Securing local resources, task familiarity, technical ability, and competence to accomplish the programs are all illustrations of good management (Sebastian et al., 2018). Therefore, understanding what community development programs are, stakeholders involved and their roles in programs, and the strategies needed to make these programs more sustainable have influenced this study.

2.3.4 Understanding Sustainability from an Organizational Perspective

According to Pajasek (2012), sustainability is a difficult term to grasp since it takes several meanings depending on the perspectives. The society, environment, economy, and future generations are all considerations while discussing sustainability. Each of these factors might be considered a stakeholder in sustainability. Organizational sustainability, according to Smith and Schwarzin (2012) is

an organization's ability to accomplish its responsibilities for ecological stewardship, communal well-being, and financial affluence in a transparent manner over time while being accountable to its stakeholders. Each organization must act appropriately in order to achieve this. An organization is a collection of people and structures with roles, duties, relationships, and goals. Individuals can assist transfer sustainability practices from one organization to another since all organizations are made up of individuals who participate in several organizations such as family, church, community and neighborhood. This is why most organizations encourage their employees to participate in programs as teams (Pajasek, 2012).

Based on this knowledge, a community development projects can take advantage of the expertise of individual employees from various organizations to transfer and implement sustainability measures to increase the long-term sustainability of its programs. Good Shepherd Programs have greater chances of leveraging from a pull of employees drawn from other organizations. In this case, they bring in experiences, expertise and best practices from other organizations.

2.3.5 The Role of Leadership and Management on Sustainability

The link between leadership and sustainable development is vital. There is no development without leadership in both social-economic and human dimensions. Leadership influences behavior and guides people in the achievement of the common goal. Therefore, community development programs require responsible leadership that influences human behavior, inspiring trust, respect and cooperation (Slimane, 2012).

Leadership is the ability to bring confidence in people and providing necessary support in achieving organizational goals. Project managers are required to exercise leadership ability which influences program teams in their efforts in attaining intended targets. The action of a team leader has

either negative or positive effects on employees' efforts towards program sustainability (Salat & James, 2019). Good Shepherd Programs need to develop their leadership capabilities to gain trust and influence among the communities and people they serve. Team leaders' approach to project management has a direct influence on sustainability.

Project management comprises, planning, organizing, leading and controlling. In general, management entails overseeing all aspects of a project from start to completion. Strategic components of an effective project plan characteristically relate to creating specific measures, assigning tasks and developing implementation steps (Salat & James, 2019). This further affirms that project management as a process typically includes project initiation, planning, execution and closure. Management is a key aspect in the whole process. It is the process of understanding challenges, needs, and control of the use of resources, time, scope and the quality of the projects. According to World Bank (2012), the creation of sustainable development programs includes developing peoples' capacities, community empowerment, government support, mobilization of resources and participation of communities in decision making. These are great resources required for the sustainability of community programs.

Sustainability is a long-term goal for every undertaking. Technical expertise is required to successfully execute a project, which goes beyond basic management skills. Effective project implementation requires strong leadership and governance (Oino et al., 2015). Sebastian et al. (2018) stated that the coordinator's or manager's competence is critical; this refers to the manager's capacity to set realistic goals and develop program plans and guide its implementation. Managers' ability to recognize and engage in a participatory process is crucial at all levels in a transparent manner. This entails disseminating pertinent data to program participants. Staff involvement and integration are also critical in good leadership, according to Wairimu and Theuri (2014) and this necessitates the participation of qualified personnel throughout the program implementation. By having right employees

in the programs, Good Shepherd Programs will draw the benefits of internal capacity that provides the required technical advice that influence implementing programs in a sustainable manner.

Oino et al. (2015) affirms that community development projects are intricate and necessitate complex management skills. For a project to attain sustainability, the organization and administration involved in project execution from the community to the national or global levels requires empowerment in terms of data sharing, skills transfer and resource availability. Effective management warrants that enough internal resources and expertise must exist to continue the project in the absence of external resources.

In a carried out in Switzerland aiming at identification of sustainability factors related with community-based program sustainability, the factors were ranked according to the projected impact on program continuity. The survey was done on 188 participants selected from community-based organizations and other not for -profits organizations. The factors were organized in three clusters in the manner of relationship; to program itself, to the host organization and to the community where the program is implemented. The findings revealed that manager's capacity to set realistic goals and develop program plans and managers' ability to recognize and engage in participatory processes are crucial at all levels. The study highlighted gaps and proposed future studies that may focus on the specific components of community-based programs and in particular involvement in decision making according to complex networks theories. It also proposed focusing on assessment of relationships with different key players and on efficiency and effectiveness (Sebastian et al., 2018).

The perspectives of Daft (2014); Northouse (2013), Oino et al. 2015, and Sebastian et al. 2018) are crucial to this research. This is because in their view, the effectiveness and overall sustainability of community projects are determined by the relationship between leadership and competent management.

Sisters in Meru's projects could benefit from their perspective since it provides a framework for project directors and managers to articulate the capacity, skills, and attitudes needed.

2.3.5.1 Staff Involvement and Integration in the Program

The fact that project staff are direct participants in implementing strategies, employee involvement remains critical in every organization. Employees who perform larger responsibilities in organizational decisions are said to be participating and integrated (Wairimu &Theuri, 2014). It is important to ensure that employees participate in management decisions and are committed to improving the organization's performance (Armstrong, 2006). To make corporate planning a reality, staff from all levels of the organization must be involved.

Staff participation, integration, and leadership support, according to Oino et al., (2015), contributes to effectiveness, which further lead to sustainability. For community development projects to last, adequate and effective staffing is critical. Project staff must be part and parcel of organizational decision making (Armstrong, 2006). This encourages and motivates them to work towards the project's objectives and goals. In community-based projects, it is also critical to use local labor. A significant barrier to sustaining community development projects is lack of appropriately trained professionals. Project sustainability is ensured by providing adequate and appropriate training. In projects, professionals play multiple roles. This necessitates mutual trust and promotes a positive working relationship with locals and other professionals. Professionals must remain adaptive and flexible in a manner that they interpret their roles and activities as well as those of others. In addition, project management requires a greater level of responsiveness.

Projects' capacity to adjust to the needs of a community and changes in the context is referred to as responsiveness and has a significant impact on its ability to continue providing services. Projects

must be flexible enough to accommodate the community's changing needs and aspirations. This entails ensuring that project activities are tailored to local needs and the professionals involved possess necessary skills and capability (Oino et al., 2015). The sisters' projects may succeed if they include staff in the planning and management processes, as suggested by the literature in this section and previous project experiences, by ensuring adequate and effective staffing, good working relationships, and responsiveness to community needs and contextual changes.

2.3.6 The Influence of Resource Mobilization on Sustainability

Availability of funds and sufficient use of resources are important for sustainable development programs. The community needs to contribute its share to increase the internal funding in addition to the external donors (Davis, 2013). Programs need to evaluate how much they can offer with alternative means of funding. Lack of internal contributions and alternative funding leads to donor dependency, which makes sustainability challenging to achieve thus forcing the program to end when external donors conclude their financial support. Programs need exploration of partnerships that can be sources of alternative funding; for example, government sometimes sets aside some funds for development projects in an area (Persoon, 2016). Among the principal aspects of sustainable programs, is the accessibility of funds required. It is important to access secondary sources of funds and material resources that can supplement and eventually replace funds from external funding. It is therefore vital for projects to develop local resource mobilization strategy for enhancing sustainability. These reflections are critical for the projects run by the Sisters in Meru.

Ndetaulwa, (2019) explored the influence of resource mobilization on the sustainability of community water projects in Arusha, Tanzania. The study was set to determine the adequacy of financial resources, the capacity of human resources and appropriateness of the technology on

sustainability of a water project. A total of 89 participants categorized as village water committee members participated. The findings revealed that adequate financial resources for the sustainability of water project could be achieved when there was adequate internal sources of revenues such as water charges and retained earnings. It also revealed that, sustainability of the water project could be improved through good human resources practices in terms of good job analysis before recruitment, implementation of recruitment policies and guidelines as well as absorption of qualified human resources with minimum level of education.

The conclusion of the study was that resource mobilization can contribute to the sustainability of community water projects. Recommendations were drawn from the findings and were directed to community water projects to embrace resource mobilization in relation to adequacy of financial resources from internal sources, adoption of best practices in human resources management and qualification. Adoption and application of appropriate engineering technology for the sustainability of community water projects was also recommended.

A similar study was done in Kenya to assess the strategies used in enhancing sustainability of projects under the Kenya National Highway Authority (KeNHA). Descriptive survey design was applied to support collection of large quantities of data from a large population. The study found research and development to be one of the most effective strategies for sustainability of projects. It also established that improved economic, social and environmental effects are indicators of sustainability of projects. The research recommended availability of adequate resource mobilization and effective research and development to enhance strategies, implementation and enhancement of sustainability effects (Njue, 2021).

Another study done in Vihiga County by Collin and James (2018) sought to bring out the influence of resource mobilization on sustainability of women's group projects in Vihiga County, Kenya.

The target population was 491 women group projects in Vihiga County. The participants comprised officials and project committee members of women's group development projects in Vihiga County. The study recommended that women's groups need training on resource mobilization, methods for acquiring financial resources, preparation for fundraising, assessing and using organizations strengths to solicit external funding sources. Good Shepherd Programs in Meru have more than 64 groups which are struggling on resources. The findings from this research done in Vihiga can bring insights to inform on possible ways of fundraising based on the recommended resource mobilization mechanisms to improve the resource base.

2.3.6.1 Diversification of Sources of Funding and Financial Sustainability

NGOs that diversify their funding sources and make more informed decisions about whether they want to reach a long-term objective and move towards financial sustainability. Besides focusing on donors, they have well planned self-funding activities and are open to development of social enterprises for collection of extra revenue (Davis, 2013 & Omeri, 2015). Davis (2013) asserts that, transitioning an organization toward higher financial sustainability requires alot of hard work and dedication over time. However, relying on external donors indefinitely is not a solution to self-sustainability. Self-financing activities are cost recovery or surplus income creation tactics that generate sources of money to fund operations.

Community development programs must embrace funding strategies that encourage non-profits to pursue commercial opportunities to supplement their funding. Such social enterprises are considered a side project of the program. Barno (2019) suggests that thinking more creatively on self-financing and fundraising tactics as well as considering the role of non-traditional humanitarian groups or individuals, that could help NGOs overcome their reliance on insufficient external funding. The Sisters could adopt

this kind of approach to aid in addressing financial concerns of sustainability, as evidenced by some of the projects run by them.

In a descriptive study involving 81 participants done in Mandera County to determine the effect of project management strategies on sustainability of community-based health projects, the findings concluded that individual and collective resources such as time, materials, money, energy contributes to a projects' long-term sustainability. If a project does not have required resources, they cannot be sustainable. The Mandera county study further concluded that, projects should obtain resources from both internal and external sources like stakeholders, communities and project managers. Further there is need for clarity of purpose and responsibilities, good organizational skills, ability to communicate tasks and expected results effectively. The study also recommended a need for projects to seek resources from other institutions and apply proper use of resources to facilitate sustainability (Salat & James, 2019). The findings of this research shed light on GSP by employing some of the reconditions on external and internal funding practices.

2.3.7 Effects of Stakeholder Participation on Sustainability of Community Projects

Stakeholders, according to the UNDP, characterizes persons, groups and institutions who have interests in project or have the power to influence its outcomes in a positive or negative manner (UNDP, 2017). Individuals and organizations that influence and are influenced by the organization's actions, goods, and services are referred to as stakeholders. Stakeholder commitment, according to Pajasek (2012), is a critical component of sustainability practice.

Effective stakeholder commitment according to Ayuso et al., (2011), can help a company enhance its operations. Stakeholder participation should be simple, fair, thorough and must be inclusive. By committing to understanding the interests of all stakeholders, the organization may foster and ensure

inclusiveness. When the commitment process allows for two-way dialogue and unrestricted idea exchange, these interests become clear. A project gets approved in this way by the community. Endorsement indicates that the community thinks highly of the organization, agrees with its operations, and is satisfied with its activities. Acceptance of a project in a community demonstrates that society approves of the organization's projects (Pajasek, 2012).

A mixed methods study combining systematic literature review and expert interviews was done in Nepal to investigate factors affecting sustainability of community development programs. It analyzed 14 studies, and 37 factors were extracted. The results found that four categories of factors were key, namely, human resources, organizational setting, social political and financing. The findings noted that involvement of the local community, was the leading factor while leadership, community capacity and financial sustainability were related factors (Persoon, 2016). Community members are among the key stakeholders to bring on board thus they need to be part of the program planning. Stakeholder participation in the planning process can support in establishing local ownership, project integrity, structure, as well as the formation of fundamental associations that can aid in productive issue solving in the event of adversity. Thus, with community involvement local members have a greater influence in the overall sustainability of community development programs in Meru can learn from these findings on suggested ways of community involvement that lead to sustainable programs.

Based on a descriptive study done in Isiolo County, Kenya, by Kaimenyi (2019), to investigate factors that affect sustainability of community-based projects, the findings revealed that community participation is crucial in undertaking projects. Funding, capacity development and project implementors were also found to be important aspects among the factors affecting sustainability. It was recommended that periodic monitoring and evaluation should be done to ensure that the projects meet the needs of the community. It also recommended the need for project managers to develop technical skills and pursue

ways of resource mobilization to help ensure continuity of projects on donor exit. Based on the findings and recommendation of this research, GSP Meru can adopt funding, capacity development as well as periodic monitoring as recommended factors that enhance sustainability.

Stakeholder collaboration in projects, according to Pajasek (2012) and Oino et al., (2015), can assist in ensuring that development initiatives are grounded in local knowledge and are more likely connected to the local community. It is distressing to note that, some donor-funded programs do not give community participation and engagement any attention, resulting in their inability to last (Ayuso et al., 2011).

Stakeholder participation is relevant to this study because stakeholders' contributions and shared values have a vital impact in project sustainability. Based on experience, some of the Good Shepherd projects have failed as a result of donor withdrawals and limited stakeholder participation at the local levels. Consequently, involving stakeholders more will provide opportunities for long-term projects and community confidence. Sustainability is more likely to be subject to some criteria when communities are active in project initiation, design, implementation, and assessment, as opposed to when they are unaware of the project or are forced to participate.

2.3.7.1 Partnership and Networking

In order to ensure sustainability, partners must be linked to each other at all levels. Persoon (2016) demonstrated that building partnerships supports projects because it opens up and provides funding opportunities and contributions from various disciplines that can strengthen the program. Further, a program should not be a hindrance to other projects development in an area. Collaboration among other parties for example, local NGOs, private organizations, and government regulatory bodies is necessary for the sustainable programs.

Programs that establish collaboration channels with different organizations, bodies and alliances are more likely to be sustainable. Such collaborations can encourage adaptive management and learning opportunities offered through these networks. Networking and collaboration must involve everyone from village opinion leaders to other organizations and community partnership at all levels (Oino et al., 2015).

In addition, projects can develop a strategy on the process to establish and sustain relationships with a variety of partners. This collaboration can be supported through finance and resource mobilization, organizational learning, and community acceptance, all of which contribute to program sustainability (Sebastian et al., 2018). Incorporating resources from other agencies within the networks, can go a long way in ensuring sustainability of the programs operated by the Sisters in Meru.

Olori & Okide (2014) examined the extent to which community participation was used in the achievement of sustainable community development projects in Rivers State, Nigeria. This was a study guided by two research questions and one hypothesis. It adopted a descriptive survey research method and involved community leaders and youth members from two local government areas of the state with a total population of 1,111 participants. A sample was drawn from 333 participants made up of 116 community leaders and 217 youth members using stratified random sampling technique. The study findings revealed that community participation was seldom recognized in community development projects in Rivers State as community contributions were not sought before or during project design. The study further identified some factors preventing contribution to community participation in development projects as high rate of poverty, ignorance, lack of transparency and corruption. The recommendation of the study sought to ensure representation of community members in the planning and implementation of projects in the state. It is important therefore for GSPs to seek involvement of

community members during the entire project cycle management. This will attract community ownership as well as provision of the needed support in the implementation processes.

2.4 Conceptual Framework

The conceptual framework is an illustration of key theories or variables, as well as their deemed connection with each other. It is the provision of visible concepts and meaningful relationships (Punch, 2005 & Selvam, 2017). The conceptual framework is composed of theories, hypotheses, as well as the definition of variables and concepts. In this study, the dependent variable is organizational sustainability and the independent variables are leadership and management, financial and funding availability, stakeholder engagement, community participation and engagement. The study maintains that, sustainability of community development projects is highly influenced by leadership and management, availability of financial resources, stakeholder engagement and community involvement.

The conceptual framework shows an interaction amongst the independent variables and the dependent variable being sustainability of community development projects. The independent variables separately affect the dependent variable and, on the other hand, have collective impact on the dependent variable. Government policies on development and possible changes in funding regulations are the intervening variables that bring in the checks and balances on either variable.

Figure 2.1 illustrates how the variables influence each other in the current study. It indicates the relationship between leadership and management, resource mobilization, stakeholder engagement, community participation and organizational sustainability and the intervening variables.

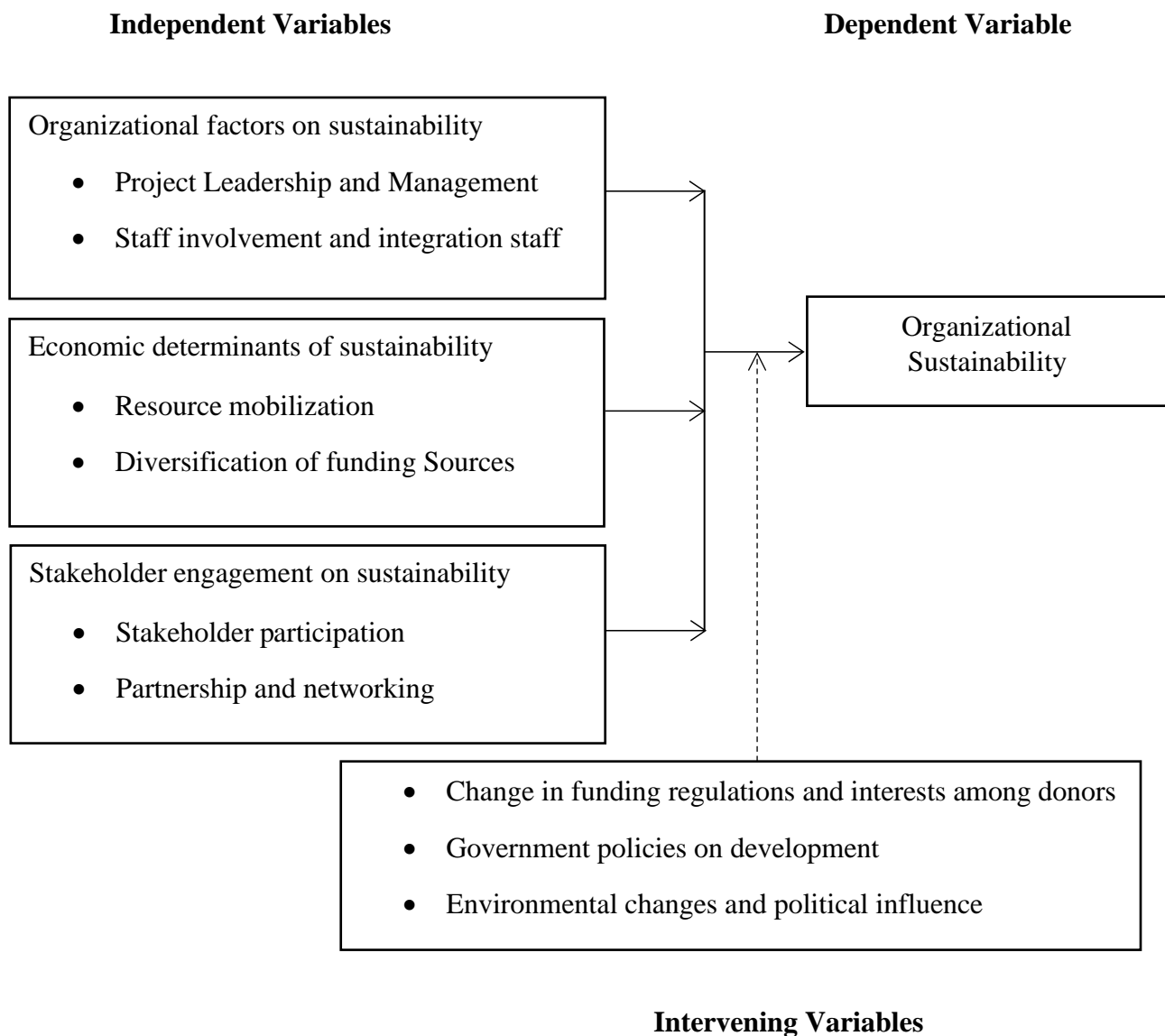


Figure 2.1 Conceptual Framework

2.5 Knowledge Gap

According to the literature reviewed, project sustainability is defined as the continued presence and provision of services to community members after external support has ended. A multi-dimensional feature of sustainability, including social, financial, and environmental pillars, must be weighed in order for a project to be considered sustainable. In order to integrate sustainability pillars, a sustainability analysis is required during the project formulation stage. It is critical that people of the community

recognize their own needs, conduct a social analysis, and develop community action plans to solve them. Development organizations are encouraged to respect and utilize community knowledge and talents, thus allowing communities to develop creative solutions to issues. Project continuity requires the implementing agency to create an exit and sustainability strategy before leaving the project and only contact the agency for technical assistance after they have left (Oino et al., 2015).

Many non-profit organizations, particularly community-based groups, have expressed concern on the sustainability of community development programs (Ceptureanu et al., 2018). Regrettably, sustainability is rarely considered when developing programs. Non-profits employ a variety of frameworks and approaches to help them establish and support a sustainable process. The desired impact can only be accomplished through close focus in the analysis of sustainability. As a result, all community development practitioners must include a sustainability planning in project initiation and design phases to avoid the premature conclusion of desired community projects.

A number of elements have been identified as factors affecting long term sustainability of development programs and organizations around the world. According to the literature reviewed in this study, some of the factors identified include the following; sound management skills, manager's competence and capacity to set realistic goals and develop program plans, project managers clarity of purpose and responsibility, good organizational skills, ability to communicate tasks and expected results effectively, ability to recognize and engage in participatory processes at all levels, staff involvement and integration, adequate financial resources, adequate internal sources of revenues, sound human resource practices, implementation of recruitment policies and guidelines, research and development, training on resource mobilization, community contribution, involvement of the local community, leadership and community capacity. It has been highlighted that planning for sustainability is difficult, and as a result, it is rarely considered in the planning processes of a project design. Greater certainty on the factors that

affect sustainability is required for sustainability to be fully incorporated in the program design and implementation.

The literature reviewed has analyzed key factors considered for sustainability. However, it does not bring out clearly what leads to lack of continuity in development projects after donor withdrawal and premature conclusion of desired community projects before enjoying long term benefits. This research sought to investigate aspects which are inadequately addressed like; committed and visionary leadership, governance policies and procedures, matching staff with right skills and competences commensurate to the tasks proposed to be accomplished, income generating projects and governance systems.

The goal of this research was to examine and establish strategies that influence the long-term sustenance of community development programs in Meru among Good Shepherd Programs. An examination of the literature made available to the researcher found was not exhaustive enough to conclusively propose standard strategies that determine how various social economic factors influence organizational sustainability. Consequently, this research focused on examining how organizational sustainability of development projects in Meru County is influenced by three variables selected for the study: program leadership and management, stakeholder engagement and availability of financial resources.

2.6 Chapter Summary

The chapter has presented both review of theoretical and empirical literature relevant to this study. The chapter discussed stakeholders, stakeholder and systems theories, upon which this study was anchored. Reviewed theoretical and empirical literature revealed that no study has been done, in Meru on establishing how local projects can be sustainable upon the exit of the external donations and

continue benefiting the communities. It is this gap that this research sought to fill in. The next chapter presents the research methods that guided this study.

CHAPTER 3: RESEARCH METHOD

3.1 Introduction

This chapter explains the research methodology and technique to be used to arrive to the study objectives. It is a description of the research design, the target population, sample design, data collection techniques, research instruments, validity and reliability of research tools, and data analysis methodologies in brief. A mixed method approach was used to conduct the research. The chapter also introduces ethical and logistic considerations that were discussed during the research.

3.2 Research Design

A convergent parallel mixed method design was used in this study. This allowed gathering both qualitative and quantitative data simultaneously. The advantage of using this method was the ability of quantitative data to produce generalizable results and qualitative data to render wide perceptions. The design was appropriate for this study since it helped to collect data that answered the questions on the status while describing the nature of sustainability in this study. The design was aided by questionnaires for both qualitative and quantitative data.

The primary evidence behind this method of investigation was that combining qualitative and quantitative techniques resulted in a more comprehensive understanding of the research topic than either methodology could provide (Creswell, 2012). Both data types were collected concurrently, and the raw data was combined with the overall results for interpretation. Since the idea of sustainability, as discussed in preceding chapters had a lot to do with people's attitudes and opinions and their lived experiences, this design allowed the use of mixed-method data collection, which was critical, particularly when it came to collecting information related to population attitudes and understanding the topic of sustainability (Creswell & Clark, 2017).

3.3 Location of the Study

This study was carried out in Meru County (see appendix VI). Meru County is one of the 47 counties in Kenya, located in the former Eastern Province. The county borders Isiolo County to the North and East, Tharaka Nithi County to the South, Nyeri County to the Southwest, and Laikipia County to the Northwest. Meru has a population of 1,545,714 million based on the recent Kenya Population and Housing Census, (2019).

The data for this study was collected across four selected Sub-counties where Good Shepherd Sisters run community development programs. The programs were located in: Imenti North Sub-County in Kooje near Meru town, which was less than a kilometer from the Central Business District, Igembe Central Sub-County, at Kangeta which is about 80 kilometers from Meru town, along Meru-Maua route, Imenti South Sub-County at Marimba sub-location off Nkubu market, approximately 20 kilometers from Meru town and the fourth program located at Naari in Buuri Sub-County, 30 kilometers from Meru town towards Meru-Isiolo Road. The four sub-counties were selected based on the presence and work of Good Shepherd Sisters in Meru County. Meru County was the first location where the sisters settled on arrival in Kenya in 198. It was the county where the sisters have more programs covering an extensive geographical area.

The economy of Meru is primarily agriculturally based. A variety of food and cash crops as well as livestock in different parts forms a critical part of the economic activities of the Meru people. The region has rich volcanic soils in the high-altitude areas which makes the climate favorable for high-grade tea, coffee, bananas, Miraa (Khat), and dairy products. These form the primary agricultural produce. Wholesale and retail forms of trade for different products also characterize the county's economy (Meru County Integrated Development Plan, 2018-2022).

3.4 Target Population

The target population of the study was 250 participants, including 183 parents' mentors and 67 program staff drawn from the four Good Shepherd Programs in Meru County – Marimba, Kooje, Kangeta and Tumaini (Naari). The common characteristic of the study population was that all research participants were members of staff working in Good Shepherd Programs and parents of the children sponsored by the program.

3.5 Sampling Techniques

The study combined probability and non-probability sampling procedures. The program staff were sampled by census, while purposive sampling was used in identifying program directors engaged as key informants. Snowball sampling was used to select parents' mentors from each program location. The total number of parents' mentors were 183 in all the program sites. The study focused on the four program locations conducting focused group discussions with sample size of eight participants from every location. The first parents' beneficiaries were chosen from each site, and then helped to choose others in their groups based on their availability. The choice of census and purposive sampling was preferred mainly because the population was small. Therefore, it made sense, as proposed by Mugenda and Mugenda (2003), to investigate all the target population if the total population was not very large. Additionally, having all members under investigation greatly enhanced the validity of the research data because there was no room for bias associated with sampling fractions of the total population.

The program directors were selected on purpose considering their roles as program leaders and leading implementers of the programs. They understood the programs best as vision bearers who provided oversight in the overall management and leadership of the programs (Creswell, 2012).

3.6 Sample Size

Sampling refers to the process of choosing participants, items, or cases from the whole population for study. Those selected represented the entire population selected (Selvam, 2017). If the population is homogeneous, a small random sample is adequate. The researcher had preferred the census approach due to the small size of the population. The small number of staff in all programs necessitated dealing with the entire population instead of sampling. Census eliminated biases and sampling error and provided data on all the individuals in the population. The 4 Sub-counties formed the sampling frame with each sub-county having one FGD. Eight parent mentors were picked through snowballing where the first identified parents' mentor randomly picked from each sub-county helped to identify the next 7 other parents' mentors based on their availability to take part in the FGDs.

Table 3.1 shows the sampling frame highlighting the target group, target population, sampling, technique, and sample size used in this study.

Table 3.1 Sampling matrix

Target Groups	Target Population	Sampling Technique
Program directors	4	Purposive
Program staff	63	Census
Parents mentors	183	Snowball sampling
Total	250	

3.7 Research Instruments

This study used questionnaires, critical informant interview guides, and a focus group discussion guide to collect relevant data. The interview guide was used for the program directors as the key informants, while questionnaires for the program staff and focus group discussion for parents' mentors.

The tools of data collection were comprised of a combination of closed and open-ended questions giving way for the participants to explain their responses in-depth in their own words.

The questionnaire for program staff (See Appendix III) had four parts. Section A sought the participants' background information; Section B sought information on the leadership of Good Shepherd Programs; Section C explored information on resource mobilization; Section D investigated information on stakeholder engagement in the sustainability of community development programs. The researcher conducted in-depth reviews of the secondary data to understand aspects of organizational sustainability in practice within the programs.

3.7.1 Questionnaires for Program Staff

Questionnaires were used as the primary data collection instrument. The questionnaire for staff was self-administered. The responses to the research questions were largely dependent on the participants' experience on the same. Given that the study sought participants' views, questionnaires were best suited to capture all views, in addition to being cheap and easy to administer (Babbie, 2013). This method ensured data accuracy, relevance, and specificity to the research topic.

3.7.2 Interview Guide for Program Directors

The Interview guide for Programs Directors was semi-structured, guided interviews with questions to help the researcher get detailed data on the research objectives. The interview guide was particularly chosen to collect data from this group mainly because, according to Mugenda and Mugenda (2003), the use of interviews provided detailed data, which was impossible to get using a questionnaire. The researcher was able to clarify pertinent questions relating to the study subject with this specific group. Program directors were the lead implementers of the programs; therefore, they were perceived to

have clarity on the program vision for sustainability. Additionally, the interview technique allowed for cross-comparisons of responses collected from the study participants (Biggam, 2018).

3.7.3 Focus Group Discussion (FGD) for Parents' Mentors

The focus group discussion for parents' mentors was used to collect information to supplement the data collected from the program staff and directors. Parents, being the secondary beneficiaries of the programs, had a more comprehensive experience with the programs and contributed crucial information regarding their experiences and views on the social economic sustainability of the programs. Four Sub-counties formed the sampling frame with each sub-county having one FGD. Eight parent mentors were picked through snowballing where the first identified parent' mentor randomly picked from each sub-county helped to identify the next 7 other parent' mentors based on their availability to take part in the FGDs. The researcher purposively picked the first member from every group who was the group chair and were requested to choose among others in the group who were available and amongst the older beneficiaries of the project to make a total of eight members for the discussion.

3.8 Validity of the Instruments

Validity of tools was used to establish if the tools measured what they were meant to measure. The validity of data gathered in the study determined how precise the variables in the study were shown (Mugenda & Mugenda, 2003). The degree to which data collected using specified instruments represented specific domain of indicators or content of a specific notion is known as content validity. The study employed content validity, in which the instruments were shared with the researcher's experts, who evaluated whether the items indicated in the instruments accurately represented the idea under

investigation. Subjective assessment of whether the research questionnaires and interview guide measured the research areas were also conducted through face validity.

3.9 Pilot Testing of the Study Instruments

The pilot test put the proposed design and procedure to the test in the field and informed the researcher of any issues that may have had detrimental impact on the research. According to Mugenda and Mugenda (2003), conducting a pilot study is critical for the validity of the research instruments. Therefore, before distributing instruments to the participants, the researcher conducted a pilot study to detect any deficiencies and problems that the participants were likely to face when answering the items. The pre-testing was done at Euphrasia Women Centre, a community development program located in Ngong, Kajiado County, where ten participants who are staff members were selected. Any questions interpreted differently during the pre-testing were re-phrased to bring out the desired meaning to all participants.

The pilot study was done two weeks before the actual study. The purpose was to ascertain if any questions made participants uncomfortable and ensured that all the participants understood the questions similarly. It also helped the researcher to estimate the length of the survey and consequently managed it as necessary.

3.10 Reliability of the Instruments

Reliability helps to determine the size of the error in the test score (Flick, 2015). Testing the reliability of the instruments was done two weeks before the actual study. Ten participants were chosen from the program staff of Euphrasia Women's Centre, a project of Good Shepherd Sisters in Kajiado County. The study used Pearson Product Moment Correlation reliability, which involved administering

the same questionnaires to 10 participants among program staff and correlating their responses independently; the same was repeated after a one-week interval. After administering the questionnaires, Pearson's correlation coefficient was computed to ascertain the relationship between the scores and the internal consistency to determine how close participants' responses on the second occasion matched their responses on the first, which the study revealed to be significantly correlated. Further, an overall scale reliability coefficient score was also generated using the Cronbach's alpha as a measure of internal consistency. The study tools generated an overall scale reliability coefficient score of 0.8198 and this was obtained from the test survey responses. This indicated a good overall internal consistency of the tool responses.

3.11 Data Collection Procedure

The researcher began by approving the proposal and receiving an introduction letter from Tangaza University College, which was used to apply to the National Commission for Science, Technology, and Innovation (NACOSTI) for a research permit. This was taken to the County Commissioner and director of education for further authorization at the county level. The questionnaires were self-administered. Before administering the questionnaires, the participants were provided with the approval form and the NACOSTI permit and requested to sign a consent form. Questionnaires and an interview guide were used to collect data. With the help of a well-trained research assistant, the survey was administered to the participants by dropping and picking of the questionnaires.

3.12 Data Analysis

Descriptive analysis was used to interpret the data into meaningful information to make inferences and recommendations. It included data preparation involving collecting and organizing data,

describing data, testing any underlying hypotheses, and making presumptions. Quantitative data from the questionnaires were coded and then analyzed using descriptive analysis by Statistical Package for Social Sciences (SPSS) version 21. Thematic analysis was utilized to analyze qualitative data based on the emerging themes, meanings, or patterns. Being descriptive research, frequency counts and percentages were used to present categorical variables. Tables were used to present the quantitative data, and qualitative data was presented in narrative form and verbatim quotes.

3.13 Ethical Considerations

This represents a set of ethical values that researchers consider throughout their study to protect participants from undue influence and ensure the integrity of the research process (Selvam,2017). It is also considerate to obtain approval from appropriate authorities before beginning data collection at the research site (Creswell, 2012). Before the study began, Tangaza University College Ethics Committee approved the proposal and issued an ethics clearance letter. The letter facilitated the National Commission for Science, Technology, and Innovation (NACOSTI) to provide the research permit. The research permit was presented to the County Commissioner and Education office for authorization to access and collect data in Meru County. Moreover, county gatekeepers gave the authorization to access the county for research purpose (see Appendices VII - IX). The researcher explained to the research assistant the importance of the study and professionalism while distributing the questionnaires to the participants. Consequently, research participants were treated with dignity and respect.

Additionally, the questionnaires were designed in such a manner as to protect the identity of the participants. Explanations were given to participants that data shared would be handled with utmost confidentiality to protect their interests. Also, their participation was voluntary, and they were free to withdraw at any time during the exercise. The participants were restrained from using their real names

during the data collection exercise. The researcher avoided revealing information that would hurt participants by ensuring confidentiality at all levels. The researcher confirmed that the data gathered from this study was stored safely electronically and manually for easier location during and after the study. This supported and protected the integrity of entire study findings.

The researcher avoided inclusion of falsifying authorship, evidence, data, findings, or conclusions in data reporting. The researcher made sure that all the cited information remained appropriately referenced within the text and in the reference list. In agreement with the academic prerequisites, the final document was checked through the Turnitin test in assurance that the thesis meets the plagiarism test requirements (see Appendix xiv.pg.116).

3.14 Chapter Summary

The methodology that was employed in the research has been set out in this chapter. The justification of research type and the design, the target population, sample size and sampling methodologies, research tools, pilot study, reliability and validity, data collection protocols, data analysis, and ethical debates have all been provided. The chapter provides a solid foundation for the subsequent chapter, which is dedicated to the presentation, analysis and interpretation of the data collected.

CHAPTER 4: RESULTS

4.1 Introduction

This chapter presents the study results and findings on social economic strategies that influence organizational sustainability of the Good Shepherd Programs in Meru County, Kenya. The study relied on primary data collected from the program staff, program directors and parent mentors through questionnaires, interview guides and focus group discussions respectively. Quantitative data collected through questionnaires was analyzed quantitatively using descriptive statistics and presented in graphs, tables, and pie charts while qualitative data generated from FGDs and interviews was subjected to thematic analysis and presented with reference to the objectives of this study.

4.1.1 Survey Response Rate

The researcher achieved all the target semi-structured interviews with 98.4% of questionnaires filled by the program staff. However, one focus group discussion with parent mentors was not achieved.

Table 4.1 Study Response Rate

Target Groups	Sample Size	Achieved sample	Response rate
Program directors	4 (Semi-structured interviews)	4	100%
Program staff	63 (Questionnaire)	62	98.4%
Parents mentors	4 (FGDs)	3	75%

4.2 Demographic Characteristics of Participants

The researcher sought for the demographic information of participants engaged in this study. This helped to understand their different characteristics in relation to study findings. These characteristics could influence one's response to the questions posed. The demographic information

sought from participants included gender, program location, department, and designation in the organization and participants' highest education level attained. Table 4.2 provides the illustrations.

Table 4.2 Demographic Information of Participants

Characteristic		Frequency	Percent
Gender of participants – program staff	Male	27	43.60%
	Female	35	56.40%
	Total	62	100%
Program location	Marimba	29	46.8%
	Kangeta	16	25.8%
	Kooje	11	17.7%
	Tumaini	6	9.7%
	Total	62	100%
Program staff designation/position	Social worker	19	31.2%
	Teacher	18	29.5%
	Support staff	9	14.8%
	Administrator/Manager	5	8.2%
	Matron	4	6.6%
	Financial officer	3	4.9%
	Health worker	3	4.9%
	Total	61	100%
Program staff department	Education and scholarship	17	27.9%
	Social work department	15	24.6%
	Administration and finance	14	23.0%
	Agriculture department	6	9.8%
	Matron	5	8.2%
	Health and nutrition	4	6.6%
	Total	61	100%
Highest education level attained by program staff	Diploma	18	29.0%
	Bachelor's degree	15	24.2%
	Professional certificate	14	22.6%
	Secondary certificate	8	12.9%
	Primary certificate	7	11.3%
	Total	62	100%

Regarding the gender of participants, the study findings revealed that most of the program staff were female at 56.4% with 43.6% being male participants. The Good Shepherd Programs are largely social work-related and as expected, the findings reveal the well-established fact on female-dominance of social work practice as posited by Jones, et al., (2019).

On program location, the findings revealed that most of the participants were from Marimba (46.8%), followed by Kangeta (25.8%). Tumaini had the least representation at 9.7%. Considering staff position, the study revealed that most program staff engaged in the survey were working with Good Shepherd as social workers and teachers, 31.2% and 29.5% respectively, with females also dominating these two positions among the participants surveyed.

The departments covered by the study belonged to the education and scholarship at 27.9% and social work at 24.6%. The health and nutrition had the least representation at 6.6% from the study findings.

Regarding education levels of participants, the study findings revealed that most participants had diploma qualifications at 29.0% followed by bachelor's degree at 24.2%. Primary certificate was the lowest education qualification held by the program participants at 11.3%.

4.3 Organizational Factors Affecting Sustainability of Good Shepherd Programs

The first objective of the study was to assess the organizational factors that affected sustainability of Good Shepherd Programs in Meru County. To assess the organizational factors that influence organizational sustainability of the Good Shepherd Programs in Meru County, the researcher first sought to find out if participants understood the concept of sustainability and their perception of the Good Shepherd Programs. From the focus group discussions undertaken by the researcher while engaging parent mentors, participants demonstrated their understanding of the concept of sustainability

mentioning responses such as: *“Availability to develop and multiply the available resources”* and *“Ability to have capital to sustain projects”* (Tumaini FGD, second Participant and Kangeta FGD, first Participant respectively), *“Utilizing the resources and funds for the purpose it was meant”* (Tumaini FGD, first Participant), *“Trustworthiness, transparency and accountability”* (Kangeta FGD, third Participant).

4.3.1 Participants Perception on Sustainability of Good Shepherd Programs

The researcher sought to understand the perception of programs staff on the sustainability of the Good Shepherd Programs in Meru County. They were asked if in their opinion they felt the programs were sustainable. Their responses are presented in figure 4.3. Majority of program staff (70%) felt that Good Shepherd Programs in Meru County were sustainable.

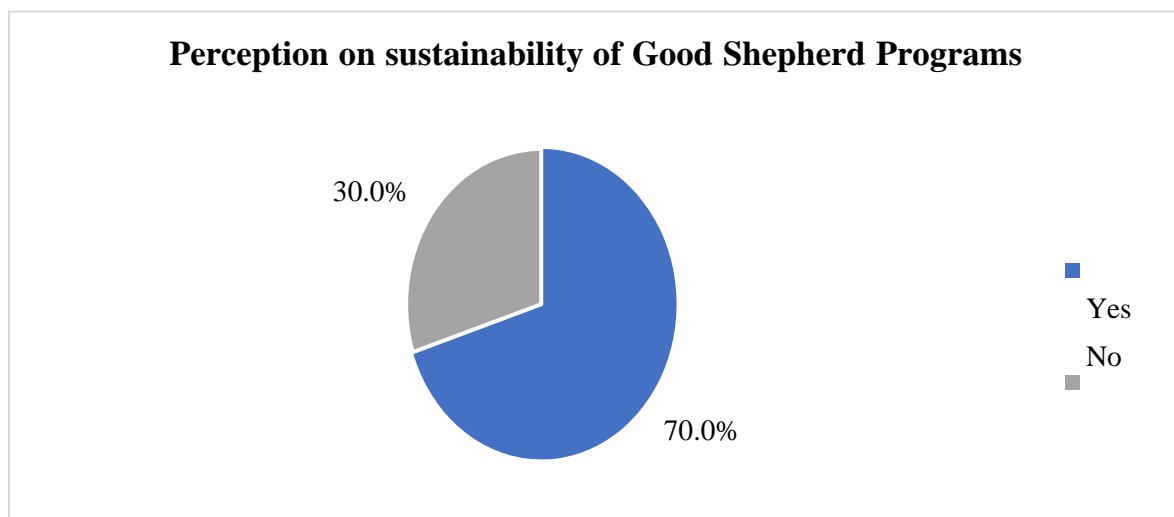


Figure 4.3 Perception on Sustainability of Good Shepherd Programs

4.3.2 Leadership Aspects Considered as Drivers of Sustainability by Participants

The researcher then sought from the programs staff to state the aspects they considered as the sustainability drivers for the Good Shepherd Programs in Meru County. The study findings presented in

Figure 4.4. Shows staff involvement in planning stood at 66%, effective communication (61%), adapting and implementing project strategic plan (58%) and strong program monitoring and evaluation (58%) were the top leadership drivers of sustainability for the Good Shepherd Programs. Other key leadership drivers of sustainability were established to be staff capacity development, implementation of good organizational policies, having the right capacity for program managers and staff and results-based approach in organizational leadership.

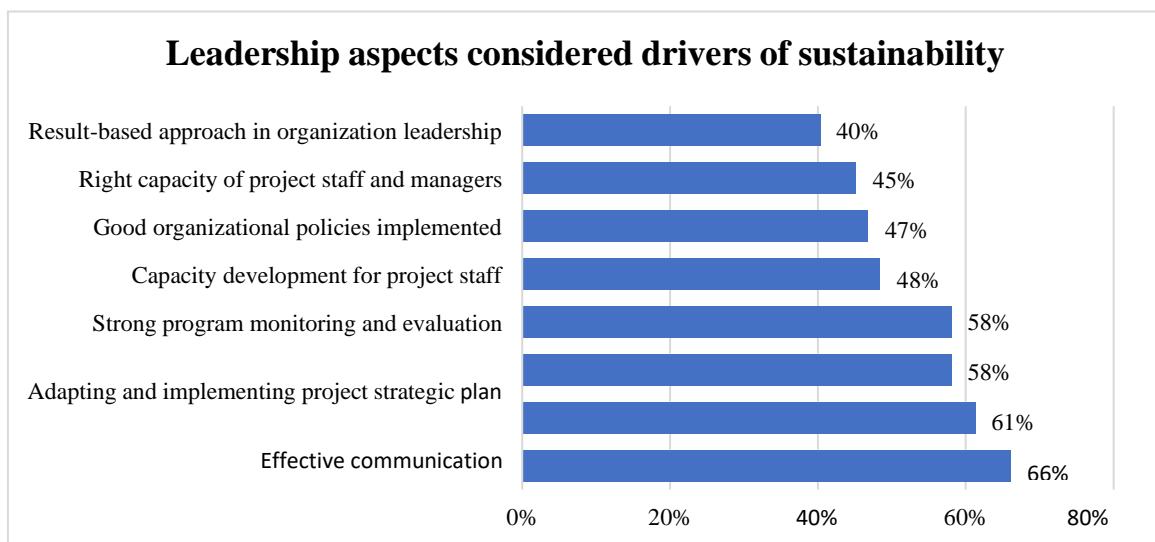


Figure 4.4 Leadership Drivers of Sustainability for Good Shepherd Programs

4.3.3 How Leadership Drives Organizational Sustainability

The study sought to establish the ways in which leadership of development projects helped in achieving their sustainability. From the semi-structured interviews administered to program directors, the study findings reveal that willingness to listen to views of and engagement of stakeholders by leaders, a visionary leadership that also empowers teams and that creates networks and linkages were needed for organizational sustainability. The Good Shepherd Program directors engaged in this study had the following to say: *“The leadership must be open to listen to the views and opinions of members. Full engagement of stakeholders in planning. Leadership must be visionary, transparent and*

accountable and show ownership of the processes.” (Interviewee 1), “Leadership must ensure that resources are sourced, people are empowered towards self-sustenance, ... managing organizing and empowering teams.” (Interviewee 2), “Leadership supports mentoring the teams and empowers them with capacity to continue the mission of the projects even when donors withdraw.” The Participant also mentions, “Creating linkages and networks that contributes to sustainability by bringing in new ideas and experiences from other organizations.” (Interviewee 3).

These views were also echoed by participants engaged in the focus group discussions calling for; *“Continuous capacity building for leaders, knowledge on what leadership is all about.” “Ability to cooperate and work together with members.”, “Having leaders who are self-sacrificing and leading by example.”, “Having leaders who are honest, transparent and communicate openly” (Tumaini FGD, first, second, third and fourth participants)*

Additionally, program directors mentioned that seeking alternative donors, empowerment of people in communities to take charge of their lives, adoption of income generating activities, proper monitoring and evaluation of projects to help bridge gaps in implementation and engagement of fundraisers to supplement existing donor funds and networking were key measures to ensure project sustainability after donor withdrawals. One Participant engaged through the semi-structured interviews had this to say: *“Mentoring beneficiaries to own the program. Creating reliable income generating activity for the project, invest in staff capacity on particular skills and competencies needed for continuing of the project and a well-planned strategy with clear targets, outcomes and risk management, identify and involve key stakeholders.” (Interviewee 3).*

4.3.4 Participants rating of leadership factors that drive organizational sustainability

Program staff participants were asked to rate different aspects on leadership that were drivers of organizational sustainability. The study findings reveal those aspects on inclusion of sustainability activities in program planning (73%; strongly agree), staff training and development to promote project sustainability (62%; strongly agree), and program monitoring and evaluation are important for project sustainability (58%; strongly agree). These findings align with the findings already presented and discussed on leadership drivers for organizational sustainability.

Table 4.5 Leadership-Related Factors that Drive Sustainability

Leadership-related factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is involvement of staff in planning of project activities.	3%	5%	19%	40%	32%
The leadership in the programs is generally considered to demonstrate mentoring, facilitating, and nurturing.	2%	8%	7%	52%	31%
It is important to include sustainability activities in program planning.	0%	2%	3%	23%	73%
The managers have the needed management capacity.	7%	8%	11%	31%	43%
Adapting and implementing project strategic plan facilitate helps to move towards a sustainable program.	0%	3%	11%	44%	42%
The leadership in the organization is generally considered to exemplify, results-oriented focus.	2%	5%	10%	45%	38%
There is evidence of effective communication skills, for managers.	3%	6%	8%	50%	32%
Staff involvement and motivation leads to sustainability.	8%	0%	13%	35%	44%
Program monitoring and evaluation is important for project sustainability.	2%	3%	6%	31%	58%
Having and implementing good organizational policies promote sustainability of projects.	0%	7%	5%	44%	44%
Staff training and development promotes project sustainability.	0%	2%	3%	33%	62%
The leadership in the program considered to illustrate coordinating, organizing, or smooth-running of the program.	2%	2%	5%	51%	41%

The study further sought from participants on leadership attributes that were crucial towards leadership and management. Participants mentioned strong leadership and management practices (42%), strategic planning and implementation of the plans (17%) and the ability to mobilize resources from stakeholders (15%). Table 4.6 is a summary of their responses.

Table 4.6 Important Areas of Leadership for Project Sustainability

Important leadership attributes for project sustainability	Proportion (N=48)
Strong leadership and management practices	42%
Strategic planning and implementation of these plans	17%
Mobilization of resources from stakeholders	17%
Capacity building and training on best approaches on sustainability	13%
Effective communication	10%
Involvement of stakeholders including staff and local community in project activities	4%
Staff involvement, motivation & proper mechanisms of feedback, challenges, and conflict resolution	4%
Treating each project as autonomous rather than a blanket treatment of projects	4%
Hiring competent, skilled, professional, honest, and forward looking, mission-oriented leaders and staff	2%
Strong, clear system and policies and an organogram	2%
Including sustainable activities in program planning	2%

4.4 Social Economic Determinants of Sustainability of Good Shepherd Programs

The second objective of the study was to assess the social economic determinants of sustainability of Good Shepherd Programs in Meru County. Consequently, participants were asked to select the aspects of resource mobilization they considered to be the drivers of sustainability for the Good Shepherd Programs in Meru County. Majority of participants (79%), mentioned that adoption of income generating activities, good financial management practices and systems followed at 55%, and involvement of beneficiaries in program design came last at 54%. Figure 4.7 depicts the findings.

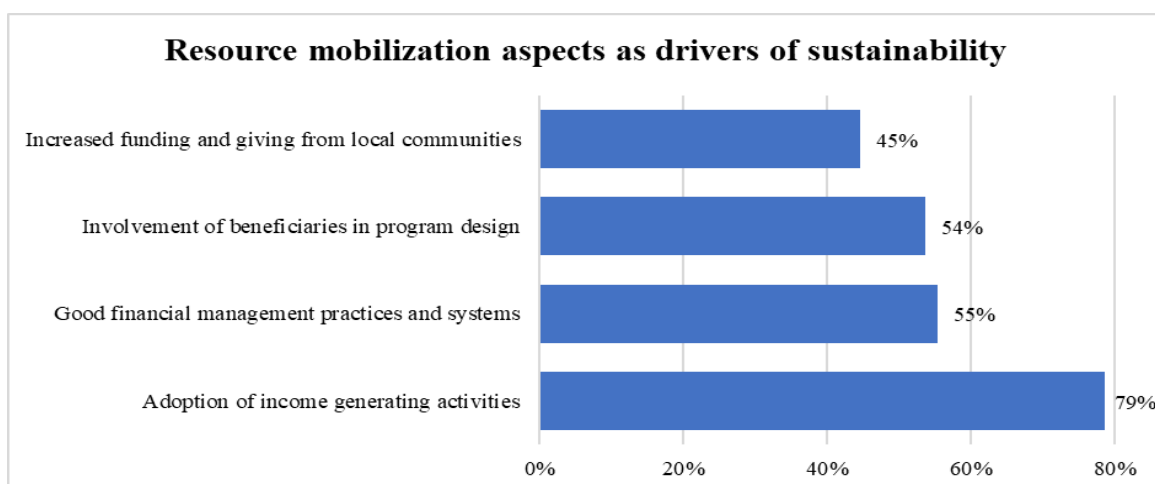


Figure 4.7 Resource Mobilization Factors Driving Program Sustainability

4.4.1 Rating on Social Economic Factors Driving Organizational Sustainability

Program staff participants were asked to rate different aspects of social economic factors that were drivers of organizational sustainability. Three factors rated highest were as follows; 72% strongly agreed that establishment and implementation of good financial management practices fosters, accountability, transparency, and sustainable financial systems. 60% agreed that community development projects must establish income generating activities to enhance sustainability and 51% strongly agreed that lack of community contributions from beneficiaries to the project activities leads to donor dependency.

Table 4.8 Ratings on Social Economic Factors Related to Sustainability

Social economic -related factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Lack of community contributions from beneficiaries to the project activities leads to donor dependency	7%	0%	5%	37%	51%
To increase internal funding, local community needs to contribute its share of local resources	4%	5%	7%	44%	40%
Community development projects must establish income generating activities to enhance sustainability	2%	4%	4%	32%	60%
Encouraging a culture of giving by community members leads to financial sustainability	4%	9%	14%	30%	44%
Establishment and implementation of good financial management practices fosters accountability, transparency, and sustainable financial systems.	0%	0%	4%	25%	72%

4.4.2 Suggested ways of boosting project financial sustainability

The researcher sought to understand from participants' ways of promoting financial sustainability for Good Shepherd Programs. Respondents mentioned diversification of donor funding base - both local and international donors at 47%, establishment of income generating projects and activities (34%), and proper financial planning and management practices including frequent external audits (19%). Table 4.9 illustrates the findings.

Table 4.9 Ratings on Social Economic Factors Related to Sustainability

Suggestions on improving financial sustainability	Frequency (N=47)	Percent
Diversifying donor funding base to involve local and international donors	22	47%
Establishing income generating activities/projects	16	34%
Proper financial planning and management practices including frequent external audits	9	19%
Transparency and accountability on finances and in management	5	11%
Monitoring and evaluation of projects	4	9%
Encourage local community involvement in design, implementation, and funding to reduce donor dependency	3	6%
Leaders and community to work together	1	2%
Emphasis on existing projects and discovering new projects	1	2%
Strong organizational policies	1	2%

Focus group discussions and interviews with parent mentors and program directors reinforce these findings when they suggested establishment of income generating activities, seeking for more donor funding, from local and international donors, as well as proper planning, monitoring and evaluation of projects as other ways of achieving financial sustainability. The following were some of the verbatim records from participants: *“Beginning a SACCO to enhance re-generation of funds and boost existing savings scheme. Looking for other donor - fundraising. Establish income generating projects like building hostels near one of the universities for more income.”* (Interviewee 3), *“Create a strategic plan with clear budget and develop resource mobilization plan, create a committee for resource mobilization, constant monitoring and evaluation of the strategy, create and implement income generating activity”* (Interviewee 3), *“Beginning income generating activities e.g., brick making, kitchen garden, tree nursery, bee keeping and poultry.”* (Kangeta FGD, first Participant).

4.5 Importance of stakeholder engagement on sustainability of Good Shepherd Programs

The researcher also set out to establish the importance of stakeholder engagement on sustainability of Good Shepherd projects as the third objective of the study. The study findings reveal that 61% of respondents strongly agreed that good stakeholder engagement that helps in supporting project mission and goals is needed, 39% merely agreed. On a community capable of good leadership - an indication of ability to support projects, strongly agree were at 65% and agree were at 33%. On local stakeholders' inclusion from the beginning of the project for effective and informed participation in all matters, 47% strongly agreed and agree were at 49%. Regarding honest, sincere, well informed and inclusive process of stakeholder involvement 63% strongly agreed and 33% agreed. Table 4.10 depicts the findings.

Table 4.10 Ratings on Stakeholder Engagement Factors Relating to Sustainability

Stakeholder engagement aspects	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Good stakeholder engagement helps in supporting project mission and goals	0%	0%	0%	39%	61%
Stakeholder engagement must be emphasized in the planning	4%	2%	0%	47%	47%
The process of stakeholder involvement should be honest, sincere, well informed and inclusive.	0%	0%	2%	35%	63%
Local stakeholders need to be included from the beginning of the project for effective and informed participation in all matters.	0%	0%	4%	49%	47%
Involvement of stakeholder in the planning process increases local ownership of the programs	0%	4%	5%	35%	56%
Involving stakeholders at the project beginning creates good trust and contributes after the project ends.	2%	0%	7%	30%	61%
Community involvement is an essential part of sustainability of projects	0%	0%	5%	46%	49%
Community and leaders are viewed as an essential and critical factor for program sustainability	2%	0%	7%	43%	48%
A community capable of good leadership is an indication of ability to support their projects	0%	0%	2%	33%	65%

4.5.1 Ways of Engaging Stakeholder to Spur Project Sustainability

The researcher engaged participants to understand the different ways of undertaking stakeholder engagement. From the semi-structured interviews, the findings reveal that the local community needs to contribute to projects' sustainability, awareness creation and involvement of local leaders and encouragement of communal ownership of the projects were. They called for the following: *"Create community awareness on the intention (mission) and relevance of the program in the community. Share the needs of the community and invite them to help where they can and involve the local leaders in the process of awareness creation."* Interviewee 3. *"Engagement of local beneficiaries in soliciting contributions towards common funding and formation of a committee to support developing of a fundraising strategy."* Interviewee 1.

Asked how community members had been involved in the Good Shepherd Programs, the responses were: *"The community members are involved in monitoring of community projects. For example, they are in construction of schools, dispensaries and sinking boreholes"* and *"The community supports in identification of needs e.g., children for sponsorship and other community needs"* (Tumaini FGD, Participant 5 and Participant 7). *"There have also been constant meetings that help members update one another"*, *"Capacity building on different issues e.g., energy saving"*, *"Common planning of group activities"*, *"Monitoring and evaluation of group progress through annual meetings"* and *"mapping of community needs e.g., needy children and mapping out community projects e.g., dispensaries and schools"* (Kangeta FGD, Participant 1, Participant 2, Participant 3, Participant 4 and Participant 6). *"Identifying the needy beneficiaries"*, *"Involvement in decision making on groups"*, *"Capacity enhancement on issues of health and kitchen gardening."* (Kooje FGD, Participant 1, Participant 2 and Participant 3).

4.5.2 Roles and Benefits of Stakeholder Engagement as a Means of Sustainability

The researcher asked questions on the benefits of stakeholder engagement as a means of enhancing project sustainability to participants engaged through interviews. Participants listed benefits such as handling of security and legal matters by governments, awareness creation forums, as well as advisory and linkage to services and resources that spur sustainability. In their own words, *“The county government provides security, peace and order within the project establishments, provide education bursaries to needy children, provide registration services to the individuals and groups e.g., birth certificates for children, beneficiary registration, self-help groups and renewal of CBO certificates. The church provides moral and spiritual support. Donors provide sponsorship for education of children at different levels. Project staff implement the project and create linkages with external stakeholders and the community provides ownership to the project and supports in the implementation”* Interviewee 3. *“Governments networks provide security and the programs gains recognition by government since it contributes to its development plans. CSOs create a forum for common space for addressing issues that affect the people and the community at the grassroots, it acts as a wider voice for advocacy. Government provide support to the project in the legal registration and compliance to all the requirements.”* (Interviewee 3).

On the roles of stakeholders in project management for sustainability, responses revealed that stakeholders were crucial in providing security, spiritual nourishment, linkages to governments and agencies, funding, and training and capacity development services. They stated: *“The church helps in spiritual nourishments”, “Government of Kenya provides security, bursaries, registration services”,* Kooje FGD *“Project owners (implementers) –capacity building to beneficiaries”* Kooje FGD, Participant 1, Participant 2 and Participant 4. *“(Stakeholders) Provide linkages to government and other*

agencies.” Tumaini FGD, Participant 5. “(Stakeholders roles entail) Networking with agriculture, help to get subsidies, training provision on drought resistance.” Kangeta FGD, Participant 1.

4.6 Summary of the Findings

This section presents a summary of the findings based on each of the study objectives. The first research objective aimed at assessing organizational factors affecting sustainability of Good Shepherd Programs. The study findings revealed that participants had a good understanding of the concept of sustainability with the Good Shepherd Programs perceived to be sustainable by 69.6% of participants. Leadership aspects considered as the sustainability drivers for the Good Shepherd Programs in Meru County included staff involvement in planning (67%), effective communication (61%) and adapting and implementing project strategic plan (58%).

The study findings further revealed willingness to listen to views of and engagement of stakeholders by leaders, a visionary leadership that empower teams and creates networks and linkages were enablers of organizational sustainability. The study findings also reveal that seeking alternative donors, proper monitoring, and evaluation of projects to help bridge gaps in implementation and engagement of fundraisers to supplement existing donor funds and networking were key measures to ensure project sustainability after donor withdrawals.

Further, the findings show strong concurrence among participants on inclusion of sustainability activities in program planning (95%), staff training and development to promote project sustainability (95%) and leadership illustrating coordinating, organizing, or smooth-running of programs (93%) as major drivers of program sustainability.

4.7 Chapter summary

This chapter has presented the study results and findings on social economic strategies that influence organizational sustainability of the Good Shepherd Programs in Meru County, Kenya. The

presentation has been done in sections basing on each objective of the study. The findings were also derived from each section of the questionnaires used for quantitative study. The findings were presented on tables, and pie charts with percentages. While qualitative data generated from focus group discussions and interviews was subjected to thematic analysis and presented with reference to the objectives of this study. The next chapter discusses the research findings of this chapter.

CHAPTER 5: DISCUSSION

5.1 Introduction

This chapter presents a summary discussion of the findings of the study. The study set out to establish the social economic strategies that influence organizational sustainability of the Good Shepherd Programs in Meru County, Kenya, in relation to the study objectives. The discussions is done with reference to the literature reviewed. It is presented in four sections on; review of the research questions, the conceptual framework, review of the findings based on the research objectives and suggestions for future improvement and further research.

5.2 Review of the Research Questions

This study was guided by three research questions: What are the organizational factors that affect the sustainability of Good Shepherd Programs in Meru County? What are the social economic determinants that influence the sustainability of Good Shepherd Programs in Meru County? How does stakeholder engagement influence the sustainability of Good Shepherd Programs in Meru County? The findings of this study answer the research questions and provide suggestions on ways organizational sustainability of Good Shepherd Programs can be achieved.

5.3 Review of the Conceptual Framework

The study's conceptual framework incorporates organizational factors on sustainability,: project leadership, staff involvement and integration of staff,: Social economic determinants of sustainability,; resource mobilization, diversification of the sources of funding, stakeholder engagement on sustainability, stakeholder participation and partnership and networking together with intervention

actors such as change in funding regulations and interests among donors, government policies on development, environmental changes and political influence.

From the perspective of the independent variables, the findings from the study indicates the following based on each objective. organizational factors; leadership aspects considered as the sustainability drivers for the Good Shepherd Programs in Meru County, staff involvement in planning, effective communication, adapting and implementing the strategic plan. The participants of the study considered leaderships as a crucial aspect in determining the future of the programs in Meru. The findings challenge program directors running programs to consider staff involvement, effective communication and commitment in implementing the strategic plans for sustainability and continuity of the programs.

The social economic factors considered crucial included; the of adoption of income generating activities, good financial management practices and systems and involvement of beneficiaries in program design. This implies that Good Shepherd Programs will thrive and become more sustainable if they consider implementation of strategic plans that provides roadmap towards realization of a program's vision and mission. This may further include developing a social enterprise and business plan for income generation activities with good financial management practices that may be incorporated within their administrative and financial policies.

On the importance of stakeholder engagement, the study findings revealed the following as key aspects to consider while engaging with stakeholders at all levels. Good stakeholder engagement helps in supporting a project's mission and goals. A community capable of good leadership is an indication of its ability to support its projects and local stakeholders' inclusion right from the inception of a project and provides effective and informed participation in all matters. The participants saw these as key stakeholder engagement elements in program sustainability. This implies that stakeholders have an

important role in the success or failure of a program. Good Shepherd leadership therefore is challenged to consider critical components of stakeholder engagement for sustenance of its mission in Meru County. Consequently, the findings from this study reveal that independent and intervening variables had effect and influence on the dependent variable of the study (See Figure 2, p. 37).

5.4 Review of Findings in Relationship to the Literature

This section presents the review of the findings in relation to the literature with each objective discussed in a sub-section as follows: organizational factors affecting the sustainability of Good Shepherd Programs in Meru County, social economic determinants of sustainability of Good Shepherd Programs in Meru County and the importance of stakeholder engagement in the sustainability of Good Shepherd Programs in Meru County.

5.4.1 Organizational Factors Affecting Sustainability of Good Shepherd Programs

The first research question aims at assessing organizational factors affecting sustainability of Good Shepherd Programs in Meru County. The study findings reveal staff involvement in planning, effective communication and implementing project strategic plans are organizational factors that affected sustainability. Also, important enablers of organizational sustainability are a willingness to listen to views of and engagement of stakeholders by leaders and, a visionary leadership that empowers teams and creates networks and linkages.

These findings align with those of previous studies that have also identified various organizational factors that are drivers of sustainability of programs. Pajasek (2012) points out the importance of participation in programs by people through their roles, duties, relationships, and goals thus aiding sustainability practices. The Good Shepherd Programs are deemed sustainable through the

active engagement of people with good knowledge and understanding of sustainability, leading to the majority feeling that the programs are sustainable.

Sebastian et al., (2018), in their study in Switzerland aimed at identifying sustainability factors associated with community-based programs, established that a manager's capacity to set realistic goals and develop program, plans with recognition and engagement in participatory processes were crucial leadership drivers of sustainability. These aspects of strategic planning were also underscored by Salat and James (2019) who asserted the importance of individual and collective resources such as time, materials, funding, energy contributing towards projects long term sustainability. Their conclusion pointed to the need to build self-sustenance among beneficiaries and build capacity of project staff. The same was observed by participants in the current study. A World Bank (2012) also discusses how sustainable development programs pertain to the development of peoples' capacities and community empowerment among other factors such as leadership. These factors also emerged in the current study.

5.4.2 Social Economic Determinants of Sustainability of Good Shepherd Programs

The second objective of the study was to assess the social economic determinants of sustainability of Good Shepherd Programs in Meru County. The study findings reveal that adoption of income generating activities, good financial management practices and systems, and involvement of beneficiaries in program design are critical social economic drivers of program sustainability. These study findings align with that of other scholars.

Persoon, (2016) mentioned the importance of having secondary sources of funds and material resources to supplement and eventually replace external funding. Ndetaulwa (2019) in their study on the influence of resource mobilization on the sustainability of community water projects in Arusha, Tanzania, recommended the need for adequacy of financial resources and human resource

capacity among other aspects as drivers of sustainability. Davis (2013) in studying financial sustainability and funding of NGOs in Indonesia mentioned the need for funding source diversification and informed decisions on achievement of long-term objectives towards financial sustainability. Further, Davis (2013) confirms the need for communities to contribute their share to increase the internal funding besides the external donors. Participants in the current study also established that these factors are necessary for sustainability.

Omeri, (2015) in a study on factors influencing financial sustainability of NGOs established that besides focus on donors, well planned self-funding activities and development of social enterprises to collect extra revenue were a means of financial sustainability for NGOs. Also reinforced by (Barno, 2019).

5.4.3 Importance of Stakeholder Engagement on Sustainability of Good Shepherd Programs

The researcher also set out to establish the importance of stakeholder engagement on sustainability of Good Shepherd Programs as the third objective of the study. Study findings reveal that good stakeholder engagement helps in supporting project's mission and goals. local stakeholders' inclusion from the beginning of a project is key to effective and informed participation in all matters. Also important is honest, sincere, well informed, inclusive and transparent process of stakeholder involvement and engagement. The study further revealed that stakeholder engagement was possible through awareness creation and involvement of local leaders and the encouragement of communal ownership of the projects.

Past studies share similar sentiments on approaches to stakeholder engagement. Persoon, (2016) for example, stressed the importance of engaging stakeholders in ensuring sustainability by linking program partners on all levels. Persoon demonstrated that stakeholder engagement can open funding

opportunities on top of additional benefits such as training, beneficiary sponsorship and security as was also established by this current study. Stakeholders, generally bore interests in projects and have the power to influence outcomes on a positive or negative basis (UNDP, 2017). The study at hand confirmed that Good Shepherd Programs had attained the reported confidence in its levels of sustainability largely through stakeholder engagements and linkages. Olori and Okide (2014), in their examination of the extent to which community participation was used in the achievement of sustainable community development projects in Rivers State, Nigeria highlighted the importance of engagement of community members in the planning and implementation of projects.

5.5 Suggestions to Theory Improvement

The study was anchored on stakeholder theory, which was first advanced in 1984, by Dr. Edward Freeman at the University of Virginia in the USA as a strategy to support the management of successful enterprises. The theory has been used in diverse contexts in different types of organizations in the development arena. Stakeholder theory is a well-known corporate ethics and management theory that encourages ethical, effective, and practical approaches to dealing with environmental issues in a variety of situations (Waheed et al., 2020). Stakeholder theory is a concept in management theory and practice that focuses on all groups that may have an impact on a company. As a result, this leads to an examination of these relationships and interest groups, as well as the mechanisms that enable them to exist (Hawrysz & Maj, 2017).

The researcher had assumed that stakeholder theory is applicable to this research because it lays emphasis on the need to treat all stakeholders fairly, as the success of an organization is dependent on their collaboration despite its several flaws that must be addressed, for example all stakeholders have different interests that cannot be met at the same time. The findings of this study support the core

argument of the theory that the success of an organization is defined by the ability to gratify all its stakeholders. This means, bringing in different stakeholders with an effort to satisfy their interests. From the study results, 100% of the participants agree that good stakeholder engagement helps in supporting project mission and goals thus leading to future sustainability.

This study's findings reveal that good stakeholder engagement helps in supporting project mission and goals (100%), and a community capable of good leadership. This is an indication of the ability of stakeholder engagement to support projects (98%), local stakeholders' inclusion from the beginning of the project for effective and informed participation in all matters (96%), and an honest, sincere, well informed and inclusive process of stakeholder involvement (95%).

For future improvement of stakeholder theory, the researcher suggests that, more systematic studies on relationship between organizational sustainability and stakeholder engagement. This will help to establish a critical analysis and assessment of other research that has been done in other places in Kenya and elsewhere. The theory could be strengthened by analyzing organization types and the key stakeholders that they can never assumed to challenge the notion that stakeholders can be anything and anybody at the same time.

5.6 Chapter Summary

This chapter summarizes the findings of the study by discussing each objective as follows; exploring the organizational factors affecting the sustainability, examining social economic determinants of sustainability, and exploring the importance of stakeholder engagement in the sustainability of Good Shepherd Programs in Meru County. It also linked findings of each objective to the literature reviewed in this study. In general, findings from this study align with those of previous studies that have also

identified various factors that are drivers of sustainability of programs and organizations. The next chapter presents theological reflections and ministerial action on the findings.

CHAPTER 6: REFLECTION

6.1 Introduction

This chapter presents theological a reflection, conclusions and recommendations on the social economic strategies that influencedorganizational sustainability of the Good Shepherd Programs in Meru County, Kenya in relation to the study objectives. The chapter also outlines the study limitations and future orientations as well as the researcher’s reflexivity in relation to the study findings.

6.2 Theological Reflection

Generally, Meru people are religious. Traditionally and culturally, they believed in the spirits, revered and worshiped ancestral God. They also believed in offering sacrifices. They had a respected divine leader who officiated and performed healing on behalf of the people. This was passed from one generation to another through practices like worshiping at the foot of Mt. Kenya and other significant hills like Nyambene Hills. During times of challenges like natural calamities such as drought, the divine leaders used to meet in selected sacred places for worship and sacrifices. However, with the coming of Christian missionaries these cultural rites and functions started diminishing giving way to Christin values and inculturation. The Council of Elders promoted community cohesions and justice system. Meru people had a very strong value system that was passed the through family unit. Values like sharing, collaboration, communal spirit, brotherhood and forgiveness were highly promoted.

The Meru people are primarily agrarian. Agriculture has been the source of livelihood since pre-independence times. There is a strong educational heritage provided by many Christian missionaries who evangelized the region. Community development in Meru is therefore linked to the coming of the missionaries. The social economic practices they introduced and spread amongst their congregants besides instilling of Christian values are lived today. Therefore, Christian missionaries brough a new

perspective in the propagation of values. For example, Meru people believed in communal work and sharing. The harvest was shared and no one was left without means of survival. The community ensured that widows and orphans were well taken care of by their relatives. These are the vulnerable members of the community whom today the society does not value due to erosion of the values in discussion.

Good Shepherd Programs in Meru were initiated in this context to address some of the challenges brought about by erosion of cultural and Christian values. The participants in this study highlighted some important values as essential to the sustainability of the programs. They include: inclusivity, collaboration, involvement, consultation, trust, individual responsibility and good leadership. The researcher would consider this as ethical practices that form the moral fabric of the community as were suggested by the participants, Good Shepherd Programs will therefore thrive and prosper if they consider applying the suggested values in their practice in the implementation of the community development programs. The researcher being a member of the Meru community believes that the values passed by the missionaries have a great impact in community development and in the formation of people's ethical and moral practices. This therefore justifies the reason for inclusion, value formation and spirituality in the process of program implementation as a means of formation for both staff, program beneficiaries and community members who are key stakeholders.

We find Christian values in the bible. The Old Testament therefore provides some basis for sustainability of life which can be interpreted as a project. There is great correlation between organizational sustainability and spiritual values. In the beginnings, God created human being and ordered them to rule over all creation (Genesis 1:26-2:4) in a way that sustains, protects and enhances his work so that all creation may fulfill the purpose for which it was intended. God equips the first human beings, Adam and Eve with tools for their work as they began life in the Garden of Eden, a project to be sustained for eternity. God blessed and said to them, "Be fruitful and increase in number;

fill the earth and subdue it. Rule over the fish in the sea and the birds in the sky and over every living creature that moves on the ground.” (Gen 1:28). We must manage our programs not only for our benefit but for continuity and for Gods glory (Theology of Work, n.d.). A well-managed organization attracts sustenance in form of volunteers, funding agencies and other stakeholders, which means continuity in giving life through services offered to the communities they exist. This is a manifestation of co-creation with God.

Bhattacharjee (2011) observes that organizational sustainability means right leadership, talent, vision global insights and development strategies necessary to rise above the unique challenges facing organizations today. It has to do with equipping organizations with the right people, systems and structures needed for progress in the international arena. This means creating an inclusive work environment, developing staff capacity towards leadership that leverages on diversity, implementation of customized diversity strategies which are unique to the organization mission.

When virtues and values become part and parcel of the organization, it becomes sustainable. This challenges personal interests that causes a lot of damage to the organizations in the world today. Without virtues, organizations need to understand it is difficult to sustain for a longer period. Organization needs to encourage a feeling of oneness through practicing of virtues. Financial malpractices, malpresentation of information, politics within workplace, competition and jealousy are all caused by lack of cultivation of values and virtues in the organization. By nurturing and promoting values and virtues among the employees, the organization becomes more sustainable. Virtues are important in establishing sustainable management practices. Compassion, trust, and honesty and accountability can be promoted in an organization through interconnection (Bhattacharjee, 2011).

The Congregation of Our Lady of Charity of the Good Shepherd takes its roots from the call of St. John Eudes in 1641. On one of his missions one early morning he encountered a group of women at

a roadside, probably without shelter. He was going to the church to preach as was his practice. One of the women dared to talk to him, *“Where are you off to now? To some church, I suppose, where you’ll gaze at the images and think yourself pious. And all the time what is really wanted of you is a decent house for these poor creatures who are lost out of lack of guidance and resources* (Our History, n.d.)

These words became the inspiration for St. John Eudes to begin a shelter for those poor and vulnerable women. Thus, the genesis of the Congregation of Our Lady of Charity which later became Congregation of Our Lady of Charity of the Good Shepherd in 1835. The sustainability of the Congregation’s mission has been possible by the fact that the values of charity, mission focus and promotion of human dignity have been part of the tradition passed from one generation to the next. The basic eternal values remain unchanged and keeps evolving. An organization is not only the physical structure but also, the management structure, systems, processes, manpower and equipment that keep changing (Bhattacharjee, 2011).

The Good Shepherd Programs in Kenya, evolved from the same roots and therefore borrows from the same spirituality and mission. Bonin and Prasad (2012) noted that spirituality is a key factor in the achievement of sustainability through empowerment of compassionate altruistic managers. Spirituality may strengthen managers on decision making, empathy and in managing stress.

From the scriptures in the Old Testament, Moses teaches the importance of succession planning. It is important to pay attention to the handing over processes and transition of official leadership, legitimacy and the existence of post succession support by incumbent leadership (Parapat et al., 2022). This gives a smooth takeoff and continuity of the mission and makes it easier and less burdensome for the new leadership.

In the New Testament, Jesus invites the disciples to continue nurturing life. Taking the instructions of their master, the disciples went out baptizing Christians and this become a sign of new

life that sustained Christianity as a religion and an institution until today. The following verses depicts the essence of sustainability and sustenance of life; Mark 16:15-18, Mt 28:19-20, Jn 20:19-23 and 1 Cor 12:12. St Paul addressing the Corinthians called Christians to work in unity as one, “Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ”. This is a model of a sustainable organization. It draws inspiration from the wisdom of its members who work as one in a team needing one another. The synergy and collective thinking and decisions are transformed into various strategies that shape the daily operations of the organization.

The unity among the employees with reference to community development programs translates to common efforts that brings about effectiveness, thus, improving the social economic wellbeing of the community. Kisaale, (2021) asserts that organizational sustainability involves processes that are often directly related to enhancing the social capital of communities, reducing poverty, and generating of income. The processes within a community merge to produce goals that seek to improve a community’s living conditions and quality of life.

Therefore, Good Shepherd Programs need to adopt a model of leadership that is transformative for the long term. According to (Revolution, 2020), transformation leadership involves idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. These are values that are involved in dealing with people. Having clarity of vision based on the organization values, and ability to communicate the vision and ensure that it is understood as intended. The leaders must be inspiring, this means expression of positive and encouraging messages on the organization and statements that build motivation and confidence among the employees.

Transformational leaders must continually seek to understand changing trends that motivate people to do their best work. When expressing the vision for the future, inspirational communication seems to be particularly important. In the absence of encouragement and confidence building

efforts, articulating a vision may have a neutral or even negative influence on employees. Good Shepherd Program leaders need to adopt a strategy for employee motivation that can lead to the articulation of organizational vision.

Supportive leadership is another important factor for consideration by Good Shepherd Program leaders. Supportive leaders express concern for their followers and take into consideration their individual needs. Employees are more engaged when their managers are open and approachable and not focused solely on work-related items. This recognizes that people bring their whole selves to work and that it is difficult, if not impossible, to leave their personal concerns at the door. To motivate employees, managers must stimulate employees intellectually. This enhances employees' interest in and awareness of problems, and it helps to increase creative problem-solving skills, encouraging them to think about challenges in new ways.

Good Shepherd Programs as learning organization must develop these activities to achieve success and eventual sustainability: systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others, and transferring knowledge quickly and efficiently throughout the organization. By creating systems and processes that support these activities and integrate them into the fabric of daily operations, Good Shepherd Programs can manage their learning more effectively.

Another important aspect of employees' motivation is adopting personal recognition through the use of such incentives as praise and acknowledgement of best efforts upon the achievement of specified goals. It is important to understand how incentives can affect employees' motivation and engagement, and to find out which behaviors drive them so that program managers encourage the right behaviors and keep employees inspired and wanting to pursue the vision. Transformational leaders can use incentives that align with their employees' self-interest to encourage

a culture of learning and collaboration. Program leaders may need to apply new insights on staff evolving needs and wants and implement healthier ways of building an exceptional workplace.

Transformational leadership is something that can be adopted by program leaders at Good Shepherd Programs. The teams with transformational leaders have better outcomes, helping to amplify the work of those they work with and direct. It can be described and achieved along five dimensions namely: vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. Based on the recommendations made in this study, it was observed that, Good Shepherd initiatives need to invest in effective and visionary leadership that encourages personal development of program staff and beneficiaries to promote project ownership and sustainability. Good Shepherd leadership must adopt a transparent and accurate ways of financial accountability and encourage the adoption of income generating activities and adopt strategies of stakeholder engagement with benefits to be accrued in the context of sustainability. Therefore, it is important for Good Shepherd Programs to adopt a transformation model of leadership that draws the benefits of bringing people to work together towards a common goal.

6.3 Conclusions

Based on the objectives of the study, the following conclusions were made: Organizational factors affecting sustainability of Good Shepherd Programs in Meru County include, staff involvement in planning, effective communication, adapting and implementing strategic plans, willingness to listen to views of and engagement of stakeholders by leaders, visionary leadership that empower teams and creates networks and linkages with other institutions. Social economic determinants of sustainability of Good Shepherd Programs in Meru County are: projects adopting income generating activities, good financial management practices and systems and involvement of beneficiaries and local communities in

program design. Stakeholder engagement for Good Shepherd Programs is effective communication through awareness creation, involvement of local leaders and encouragement of communal ownership of the projects were established. The Good Shepherd Programs had engaged community members through meetings, especially on community needs assessments and the monitoring and evaluation of its projects are key to encouraging sustainability with benefits such as security and handling of legal matters by government, opportunities for awareness creation forums, advisory and linkage services that spur sustainability.

6.4 Recommendations

Based on the study findings, the program staff, program directors, and parent mentors FGD, the researcher makes the following recommendations following the ratings of the three drivers of sustainability from every objective. Leadership related drivers highly rated were; effective communication 66%, adopting and implementing program strategic plans 61%, strong program monitoring and evaluation and staff capacity development 61%. Social economic drivers of are; adapting income generating projects 79%, good financial management procedures and practices 55%, involvement of the beneficiaries in the program design 53 %. Stakeholder related strategies are: supporting program mission 61%, involvement of stakeholders from the beginning of the project 63% and good community leadership as a sign of its ability to support their projects 65%. These findings become the basis for recommendations which are proposed to all the partners mentioned as possible beneficiaries of the finding for improving projects of human development towards sustainability and knowledge addition in the field of study.

- i. Invest in visionary leadership that encourages effective communication, implementation of program plans, monitoring their effectiveness and continuous capacity development of

program staff and beneficiaries for project ownership and sustainability of programs. This is among the highly rated leadership drivers of sustainability.

- ii. For financial sustainability, program leaders are recommended to adopt alternative income generating projects to address financial challenges, with the proceeds from generated funds utilized in eliminating donor dependency. Further, involvement of beneficiaries in the initiation and design of projects is key to promoting ownership and local support and is valued as way of soliciting local contributions and donations.
- iii. Programs adopt strategies of stakeholder engagement that are open to partnerships and networking with other like-minded organizations to promote communal ownership as a way of enhancing community's ability to address their future needs.
- iv. Sustainability planning to commence from the project initiation stage. This would benefit Good Shepherd Programs as they grow progressively without fear of reduced funding and project closure due to organizational related changes in management as well as other sustainability concerns.

6.5 Suggestions for Future Orientations

The study findings reveal that the participants had a good understanding of the concept of sustainability with the Good Shepherd Programs perceived to be sustainable. Leadership aspects are considered as the sustainability drivers with staff involvement in planning, effective communication, adapting and implementing project strategic plan. Social economic aspects were considered for sustainability were namely: adoption of income generating activities, good financial management practices and systems, and involvement of beneficiaries in program design. The research further revealed that good stakeholder engagement helps in supporting a project's mission and goals. A

community capable of good leadership is an indication of its ability to support projects. While local stakeholders' inclusion from the beginning of the project is a basis for effective and informed participation in all matters.

Based on these findings, the researcher would recommend comparative studies of sustainable as well as failed programs in order to establish evidence-based findings on the strategies that contribute to sustainability or failure of community development programs in Kenya. Secondly, the researcher would recommend studies on social enterprise development and management as alternative funding sources for community development programs in Kenya.

6.6 Ministerial Action Plan

ACTION	WHO	STRATEGY/HOW	WHEN	OUTCOME
Introduction of sessions on transformation, spiritual, and visionary leadership in the program	Mission Development Office (MDO) through the Programs Manager in collaboration with Program directors at program sites.	Organize two workshops in a year targeting all the program staff	At the end of the year and mid-year following annual evaluation period	Improved communication between program management and staff Increased motivation and commitment in implementation of program activities Staff capacity improvement and commitment to their duties

Program to introduce alternative income generating projects to address financial challenges	Program director supported by MDO	Develop a fundraising strategy and a monitoring and evaluation framework Approach new donors through proposal writing	At the beginning of the financial year.	Increased sources of income supporting program activities Beneficiaries' involvement in program contribution increasing the level of local contributions. Increased funding opportunities
Establishment of stakeholder engagement forums for networking and partnerships	Program Directors at all Program sites	Include networking and partnership building as an activity within the annual work plan Annual meetings with all Good Shepherd Partners and associates formed	At the close of the year gathering/ party – during Christmas celebration	Improved participation of local stakeholders in program activities Increased local donations and technical support towards the program implementation
Introducing sustainability planning at the project initiation stage and monitoring the process annually	Program directors and MDO Programs Manager	Including sustainability activities in the annual work plan Monitoring and evaluation of the plan	Beginning of every year Mid term	Increased staff awareness on program sustainability in terms of leadership and program management Participation of stakeholders in program support

6.7 Chapter Summary

This chapter has given a general conclusion and recommendations on the social economic strategies that influence organizational sustainability of the Good Shepherd Programs in Meru County in relation to the study objectives. The chapter also presents the researcher's view in a reflection given the relationship between sustainability and integration of her religious values and virtues as a Christian in the program. The chapter concludes with a ministerial action plan that the researcher proposes to the program based on the recommendations.

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APPENDIX I: LETTER OF INTRODUCTION FROM THE RESEARCHER

Dear Sir/ Madam,

My name is Teresia Kathure Murungi, I am a student at Tangaza University College, Catholic University of Eastern Africa, Ref. 18/00208. This study is in Partial Fulfilment of the Requirements for the Award of Master of Arts in Social Transformation with a Specialization in Organization Management. The objective of the study is to examine social and economic Strategies that Shape Organizational Sustainability of Community Development Projects: A Case of Good Shepherd projects, Meru County. The findings of this study will present the management of Community Development Projects and other stakeholders with the knowledge that can be utilized to grow their sustainability. You are being invited to take part in this study because you have information that is highly needed. Please be as honest as possible when answering all of the questions. The information provided will be held with the utmost discretion. Its use will be strictly for academic purposes.

With appreciation in advance for your participation in this research.

Yours faithfully,

P.O BOX 26076-00504 Nairobi

Tel: 0725982373

APPENDIX II: RESEARCH CONSENT FORM FOR PARTICIPANTS

Statement to be signed by the Participant:

I, the undersigned, confirm that the researcher has clearly stated the nature of this study, what it entails, and what I will be required to do while participating in it. I accept that this research will only be used for academic purposes and that I will not be harmed in any way as a result of it. I certify that I was given ample opportunity to ask relevant questions about this research. I understand that my participation in this study is entirely voluntary, and that I have the right to withdraw at any time throughout the research without explanation. As a result, I accept to take part in this study without expecting remuneration.

Signature.....

Date.....

APPENDIX III: QUESTIONNAIRE FOR PROGRAMME STAFF

Teresia Kathure Murungi is a student at Tangaza University College, Catholic University of Eastern Africa (Ref. 18/00208). This research is in partial fulfillment of the requirements for the award of Master of Arts in Social Transformation with a Specialization in Organization. The study's goal is to look at the Social and Economic Strategies that Affect Organizational Sustainability of Community Development Projects: A Case Study of Meru County's Good Shepherd Programs. The findings of this study may provide information to the management of Community Development Projects and other stakeholders to help achieve long-term sustainability. Because you directly participate in Good Shepherd projects, you have been requested to participate in this study. You have information that will aid in achieving the study's goal. You are requested to answer all questions truthfully as possible. All the information shared will be handled in confidentiality. The results will be used solely for educational purposes.

SECTION A: GENERAL INFORMATION

Kindly answer all the questions by ticking in the boxes as may appeal to you in this section.

1. Gender of Participant

a) Male ☐

b) Female ☐

2. Name of the Program Location

a) Marimba ☐

b) Kooje ☐

c) Kangeta ☐

d) Tumaini ☐

3. Kindly indicate your position in the organization/Designation by ticking that applies.

- a) Social worker []
- b) Teacher []
- c) Financial officer []
- d) Administrator /Manager []
- e) Other

4. Your department in organization:

- a) Administration and Finance department []
- b) Social Work department []
- c) Agriculture Department []
- d) Health and Nutrition Department []
- e) Education and Scholarship []
- f) Other.....

5. Your highest education level completed?

- a) Secondary certificate []
- b) Professional certificate []
- c) Diploma []
- d) Bachelor's degree []

- e) Post-graduate diploma []
- f) Master's degree []
- g) Doctorate []

h) Other

SECTION B: FACTORS AFFECTING ORGANIZATIONAL SUSTAINABILITY

6. In your opinion, would you say that the Good Shepherd Programs in Meru County are sustainable?

a) Yes []

b) No []

7. Tick as applies, the aspects of leadership you consider to be the drivers of sustainability for the Good Shepherd Programs in Meru County?

- a) Staff involvement in planning []
- b) Right capacity of project staff and managers []
- c) Adapting and implementing project Strategic plan []
- d) Result-based approach in organization leadership []
- e) Effective communication []
- f) Strong program monitoring and evaluation []
- g) Good organizational policies implemented []
- h) Capacity development for project staff []

8. Tick as applies, the aspects of **resource mobilization** you consider to be the drivers of sustainability for the Good Shepherd Programs in Meru County?

- a) Involvement of beneficiaries in program design []
- b) Increased funding and giving from local communities []
- c) Adoption of income generating activities []
- d) Good financial management practices and systems []

9. In your opinion, what are the two main strategies that the Good Shepherd has adopted to achieve sustainability for their programs?

a)

b)

SECTION C: EFFECTS OF LEADERSHIP ON SUSTAINABILITY

Below are several features of leadership that influence the sustainability of community development projects. Kindly show the extent to which you agree with each of these statements by ticking your level of agreement properly. (Use the scale of 1-5 below).

Key: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	Rate the following statements according to your experience here	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1	There is involvement of staff in planning of project activities.					
2	The leadership in the programs is generally considered to demonstrate mentoring, facilitating, and nurturing.					
3	It is important to include sustainability activities in program planning.					
4	The managers have the needed management capacity.					
5	Adapting and implementing project Strategic plan facilitate helps to move towards a sustainable programme.					
6	The leadership in the organization is generally considered to exemplify, results-oriented focus.					

7	There is evidence of effective communication skills, for managers.					
8	Staff involvement and motivation leads to sustainability.					
9	Program monitoring and evaluation is important for project sustainability.					
10	Having and implementing good organizational policies promote sustainability of projects.					
11	Staff training and development promotes project sustainability.					
12	The leadership in the program considered to illustrate coordinating, organizing, or smooth-running of the program.					

In your opinion what do you think is important in the area of leadership for a project to be sustainable?

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

SECTION C: THE INFLUENCE OF RESOURCE MOBILISATION ON SUSTAINABILITY

Below are several aspects of financial and funding availability that affect the sustainability of community development projects. Cordially show the degree to which you agree with each of these statements by ticking your level of agreement appropriately. (Use the scale of 1-5 below).

KEY: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	Rate the following statements according to your experience here	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1	Lack of community contributions from beneficiaries to the project activities leads to donor dependency					
2	To increase internal funding, local community needs to contribute their share of local resources					

3	Community development projects must establish income generating activities to enhance sustainability					
4	Encouraging a culture of giving by community members lead to financial sustainability					
5	Establishment and implementation of good financial management practices fosters accountability, transparency and sustainable financial systems.					

Give suggestions on what can be done for a project to be financially sustainable.

.....

.....

SECTION D: EFFECTS OF STAKEHOLDER ENGAGEMENT ON SUSTAINABILITY

Below are a number of stakeholder engagement viewpoints that influence the long-term viability of community development projects. To what extent do you believe the following components contribute to the long-term success of community development projects? Tick the appropriate level of agreement for each of these statements to demonstrate how much you agree with them. (Use the scale of 1-5 below).

KEY: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	Rate the following statements according to your experience here	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1	Good stakeholder engagement helps in supporting project mission and goals					
2	Stakeholder engagement must be emphasized in the planning					
3	The process of stakeholder involvement should be honest, sincere, well informed and inclusive.					
4	Local stakeholders need to be included from the beginning of the project for effective and informed participation in all matters.					
5	Involvement of stakeholder in the planning process increases local ownership of the programs					

6	Involving stakeholders at project beginning creates good trust and contributes after the project ends.					
7	Community involvement is an essential part for sustainability of projects					
8	Community and leaders are viewed as an essential and critical factor for program sustainability					
9	A community capable of good leadership is an indication of ability to support their projects					

What other suggestions would you give to ensure all good shepherd projects in Meru are sustainable?

.....

.....

Thankyou for accepting to participate in this study and for your time and cooperation May God reward you abundantly.

APPENDIX IV: INTERVIEW GUIDE - SEMI STRUCTURED INTERVIEW FOR PROGRAMME DIRECTORS

Project Name

How long have you worked with the Project?

The effects of leadership on the sustainability of community development programmes in Meru County

1. In your opinion, in what ways does leadership of development projects help to achieve organizational sustainability?
2. What need to be put in place to ensure projects remain sustainable after donor withdrawal?

The influence of financial and funding availability on the sustainability of community development projects in Meru County

3. What do you think can be done to ensure the local communities contribute to the project funding?
4. What are some of the methods that the project can use to make financial sustainability achievable?

The effects of stakeholder engagement on the sustainability of community development projects in Meru County

5. What are the benefits of community engagement as a vital factor for sustainability of projects?
6. Projects that share networks with different organizations are most likely to be sustainable as they are likely to get support when donors withdraw. What do you think are the benefits of stakeholder engagement?

APPENDIX V: FOCUS GROUP DISCUSSION (FGD) GUIDE FOR PARENT MENTORS

I am Teresia Kathure Murungi a student at Tangaza University Collage, Catholic University of Eastern Africa, Ref. 18/00208. This study is in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts in Social Transformation with a Specialization in Organization Management. The purpose of the study is to examine social economic Strategies that Influence Organizational Sustainability of Community Development Projects: A Case of Good Shepherd projects, Meru County. The findings of this study will provide the managementof Community Development Projects as well as other stakeholders with information that can beused to improve their sustainability. Please answer all questions as honestly as you can. The information you provide will be treated with strict confidentiality. It will be used for academic purposes only.

FGD GROUP PROFILE

1. Total number of participants: |_____|
2. By age range:
18 to 29 |_____| 30 to 59 |_____| Above 60 |____|
3. By department in the organization:
Administration & Finance |_____| Social Work |_____| Agriculture |__|
Health & Nutrition |_____||Education and Scholarship |_____||
Other |_____||
4. By highest education level completed:
Primary level | _____|Secondary level |_____|Tertiary level |____|

FGD QUESTIONS

1. What is your understanding of project sustainability?
2. What are the indicators of a sustainable project?
3. What ways can a project achieve self-sustenance?
4. What are the two critical factors that encourage dependency culture? How can they be resolved?
5. How can Good Shepherd Sisters assist in encouraging self-sustenance in your community?

6. In your opinion, as beneficiary of the project, what do you think is important in leadership and management for the project to be sustainable?
7. Give suggestions on what can be done for the project to be financially sustainable.
8. In your opinion, what do you think is the role of stakeholders in the project management?
9. In your opinion, in what ways has the local community been involved the in the project before
10. What other suggestions would you give to ensure all good shepherd projects in Meru are sustainable?

FGD NOTES:

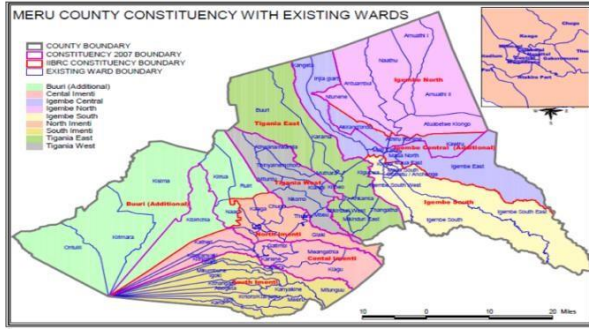
Question #	Raw Notes from FGD	Note Taker/Facilitator Comments (To provide context to responses where necessary)
1	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	

2	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	
3	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	

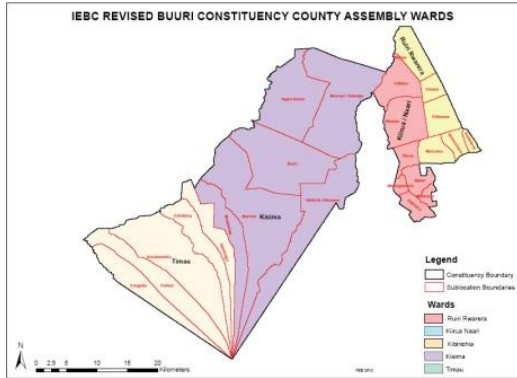
4	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	
5	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	

6	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	
7	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	
8	<i>R1:</i> <i>R2:</i> <i>R3:</i> <i>R4:</i> <i>R5:</i> <i>R6:</i> <i>R7:</i> <i>R8:</i>	

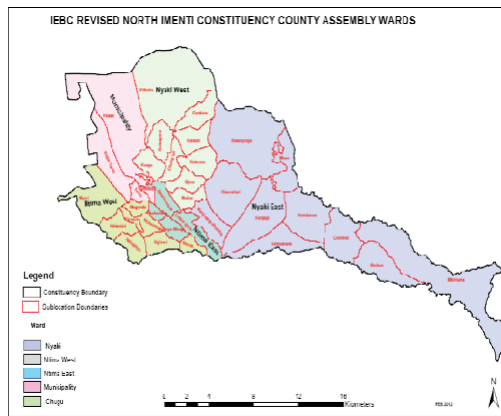
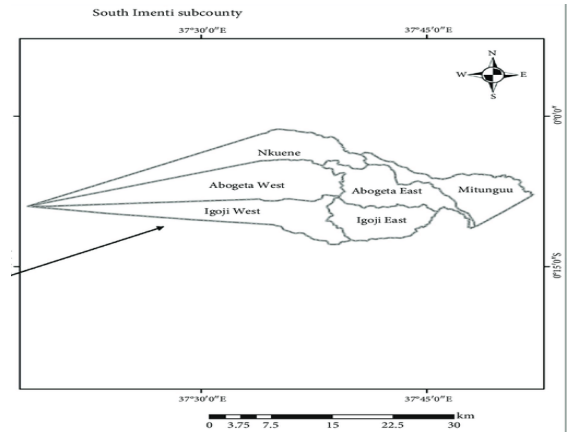
APPENDIX VI: THE MAP OF MERU COUNTY



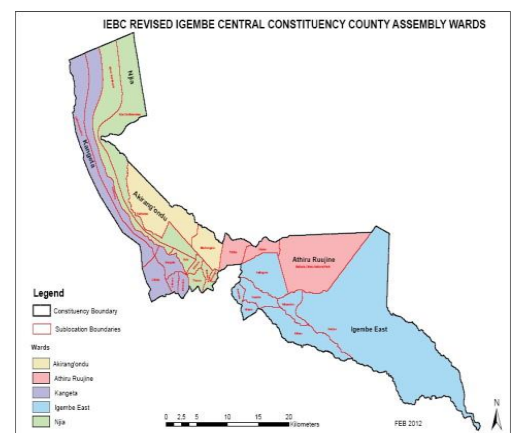
North Imenti Sub-county



Igembe Central Sub-County



Buuri Sub-County



Imenti South Sub- County

APPENDIX VII: COUNTY GOVERNMENT RESEARCH PERMIT

COUNTY GOVERNMENT OF MERU



OFFICE OF THE GOVERNOR

Email: merucounty@meru.go.ke
When replying please quote

Meru County Headquarters
P.O. Box 120-60200
MERU.

CGM/COS/COR/MEM/VOL.1/7

10th February, 2023

Teresia Kathure
Tangaza University College
Tel: 0712961072

RE: RESEARCH AUTHORIZATION – MS TERESIA KATHURE MURUNGI

Your letter Ref: NACOSTI/P/22/22857 dated 23rd December 2022 refers.

Authority is hereby granted to the above named to carry out research on “An Examination of Economic Strategies that Influence Organizational Sustainability of Community Development Programs” in Meru County for the period ending 23rd December, 2023.

Any assistance is highly appreciated.



Nchambe Mbitini Harrison Gitonga
Chief of Staff

APPENDIX VIII: COUNTY DIRECTOR OF EDUCATION RESEARCH PERMIT



REPUBLIC OF KENYA
MINISTRY OF EDUCATION
State Department of Early Learning and Basic Education

Telegrams: "ELIMU " Meru
EMAIL: cdemerucounty@gmail.com
When Replying please quote

County Director Of Education
Meru County
P.O. Box 61
MERU

Ref: MRU/C/EDU/11/1/

12th January, 2023

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATON – MS TERESIA KATHURE MURUNGI

Reference is made to letter Ref: NACOSTI/P/22/22857 dated 23rd December, 2022.

Authority is hereby granted to **Teresia Kathure Murungi** to carry out research on "*An Examination of Economic Strategies that Influence Organizational Sustainability of Community Development Programs*" in Meru County for the period ending 23rd December, 2023.

Kindly accord him the necessary assistance.

FOR: COUNTY DIRECTOR OF EDUCATION
MERU COUNTY
P. O. BOX 61- 6U200
Tel: 064-32372 MERU

Kamande Mburu
For: County Director of Education
MERU

APPENDIX IX: COUNTY COMMISSIONER RESEARCH AUTHORIZATION PERMIT

REPUBLIC OF KENYA



OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

Telegrams:
Telephone:
Email: ccmeru@yahoo.com
Fax:

COUNTY COMMISSIONER
MERU COUNTY
P.O. BOX 703-60200
MERU.

When replying please quote
Ref:ED.12/3 VOL IV (70)
and Date:

12th January, 2023

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION – TERESIA KATHURE MURUNGI

This is to inform you that **Teresia Kathure Murungi** of Tangaza University College has reported to this office as directed by the National Commission for Science, Technology and Innovation and will be carrying out research on “**An examination of economic and social strategies that influence organizational sustainability of community development programs: A case of Good Shepherd, Meru Kenya**” in Meru County.

Since authority has been granted by the said Commission, and the above named person has reported to this office, he can embark on his research project for a period ending on **25th September, 2023**.

Kindly accord him the necessary assistance he may require.

A handwritten signature in blue ink, appearing to read 'M.K. Imbusi'.

**MARTHA K. IMBUSI
FOR: COUNTY COMMISSIONER
MERU COUNTY.**

APPENDIX X: NACOSTI RESEARCH LICENSE

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 949690	Date of Issue: 23/December/2022
RESEARCH LICENSE	
	
<p>This is to Certify that Ms.. Teresia Kathure Murungi of Tangaza University College, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: An Examination of Economic and Social Strategies That Influence Organisational Sustainability of Community Development Programs: A Case of Good Shepherd Programs, Meru County, Kenya for the period ending : 23/December/2023.</p>	
License No: NACOSTI/P/22/22857	
949690	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

APPENDIX XI: UNIVERSITY RESEARCH CLEARANCE LETTER



TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF RESEARCH & POST GRADUATE STUDIES

E-mail: dir.pgsrc@tangaza.ac.ke

Website: www.tangaza.ac.ke

OUR Ref: DPGSR/ER/09/2022

Date: 27th September 2022

Teresia Kathure Murungi
Institute for Social Transformation
School of Arts and Social Sciences
Tangaza University College

Dear Teresia,

RE: ETHICS CLEARANCE FOR TERESIA KATHURE MURUNGI, REG. NO. 18/00208

Reference is made to your letter dated 19TH September 2022 requesting for ethical clearance of your research proposal to carry out a study on “*An examination of economic and social strategies that influence organisational sustainability of community development programs: A case of Good Shepherd Programs, Meru County, Kenya*”.

I am pleased to inform you that, your research proposal has been reviewed and you can now apply for research permit. You are advised to submit your proposal to the Kenya National Commission for Science, Technology and Innovation (NACOSTI) for issuance of a research permit and further guidance before commencing the data collection exercise for your study. You are also advised to adhere to the code of ethics of protection of human subjects during the entire process of your study.

This approval is valid for one year from 26th September 2022.

Please, ensure that after the data analysis and final write up, you submit a soft copy of the thesis to the Director of Research & Post Graduate Studies – Tangaza University College.

Yours sincerely,



DR. DANIEL M. KITONGA (Ph.D.)

Director, Research & Post Graduate Studies
Tangaza University College

CC: Dr. Aloys O. Ojore – Programme Leader, M.A. in Social Transformation (IST)

APPENDIX XII: UNIVERSITY ETHICS CLEARANCE LETTER



TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF RESEARCH & POST GRADUATE STUDIES

E-mail: dir.pgsrc@tangaza.ac.ke

Website: www.tangaza.ac.ke

OUR Ref: DPGRS/ER/09/2022

Date: 27th September 2022

Teresia Kathure Murungi
Institute for Social Transformation
School of Arts and Social Sciences
Tangaza University College

Dear Teresia,

RE: ETHICS CLEARANCE FOR TERESIA KATHURE MURUNGI, REG. NO. 18/00208

Reference is made to your letter dated 19TH September 2022 requesting for ethical clearance of your research proposal to carry out a study on *"An examination of economic and social strategies that influence organisational sustainability of community development programs: A case of Good Shepherd Programs, Meru County, Kenya"*.

I am pleased to inform you that, your research proposal has been reviewed and you can now apply for research permit. You are advised to submit your proposal to the Kenya National Commission for Science, Technology and Innovation (NACOSTI) for issuance of a research permit and further guidance before commencing the data collection exercise for your study. You are also advised to adhere to the code of ethics of protection of human subjects during the entire process of your study.

This approval is valid for one year from **26th September 2022**.

Please, ensure that after the data analysis and final write up, you submit a soft copy of the thesis to the Director of Research & Post Graduate Studies – Tangaza University College.

Yours sincerely,



DR. DANIEL M. KITONGA (Ph.D.)

Director, Research & Post Graduate Studies
Tangaza University College

CC: Dr. Aloys O. Ojore – Programme Leader, M.A. in Social Transformation (IST)

APPENDIX XIII: UNIVERSITY RESEARCH PERMIT LETTER



TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF RESEARCH & POST GRADUATE STUDIES

E-mail: dir.pgsr@tangaza.ac.ke Website: www.tangaza.ac.ke

OUR Ref: DPGSR/ER/09/2022

Date: 27th September 2022

To The Commission Secretary,
National Commission for Science, Technology and Innovation
P.O. Box 30623,
Nairobi – Kenya.

Dear Sir/Madam,

Re: Research Permit for Teresia Kathure Murungi

This is to confirm that the person named in this letter is a student at Tangaza University College (TUC). She is registered in the Institute for Social Transformation (Reg. No. 18/00208) and she is pursuing a Master of Arts in Social Transformation degree.

Teresia has met all our provisional academic requirements leading to data collection. However, she cannot proceed to the field before getting a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI). Kindly assist her to process the permit for data collection for her M.A. Thesis.

Thanking you in advance for your cooperation

Yours sincerely,



Dr. Daniel M. Kitonga (Ph.D.)

Director, Research & Post-Graduate Studies

CC:

Dr. Aloys Otieno Ojore – Programme Leader, MA. in Social Transformation (IST)

APPENDIX XIV: ANTIPLAGIARISM REPORT

Turnitin Originality Report

Processed on: 27-Sep-2023 15:02 EAT
 ID: 2178427739
 Word Count: 26336
 Submitted: 1

Examining the Social Economic Strategies That...
 By Teresia Murungi

TANGAZA UNIVERSITY COLLEGE
 Catholic University of Eastern Africa,
 Chief Librarian
 P. O. Box 15055,
 Nairobi

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<1% match (Internet from 10-Jun-2021) https://ir-library.ku.ac.ke/bitstream/handle/123456789/20148/Peer-Mediated%20Support%20Strategies%20for%20Enhancing%20Social.pdf?isAllowed=v&sequence=1	11
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<1% match (Internet from 07-Jun-2021) https://ir-library.ku.ac.ke/bitstream/handle/123456789/18859/Influence%20of%20Resource%20Mobilization%20on%20Sustainability.pdf?isAllowed=v&sequence=1	11
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