Sustainability of Community Based Projects in Archdiocese of Nairobi - Kenya

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Abstract- The general objective of the study is to assess factors affecting sustainability of Catholic Church community based projects with reference to Catholic Archdiocese of Nairobi in Kenya. This study was based on Stakeholder and Human Capital theories which have also been discussed. The research study adopted a qualitative research methodology and the survey design. The target population comprised of all the 156 community based projects undertaken in Catholic Archdiocese of Nairobi within the timeframe 2011-2015. Cluster sampling was done based on the thirteen deaneries in namely Nairobi central; Nairobi Western; Nairobi Eastern; Ruaraka; Makadara; Outering; Thika; Mangu; Gatundu; Githunguri; Kikuyu; Kiambu and Limuru. A sample of 69 was selected; 29 project managers and 37 users and 3 key informants were selected. Three questionnaires, which comprised of both structured and unstructured items, were used to collect data. Therefore the type of data collected was both numerical and descriptive. Data analysis was done using SPSS (Version 21) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of tables, bar charts and histograms. Qualitative data was analyzed thematically through content analysis. It was found that though the top management is an important aspect, its support for sustainability of various resources allocation is weak and almost nonexistent in many projects. It is recommended that the project managers should create an environment where all users feel part of the team that run projects. It is also recommended that sources of finances be made known to create accountability and transparency. This would enable stakeholders to feel that there is top management support to financial allocation and sustainability as opposed to the current feeling. To establish how well the resources have been utilized in the projects which could have improved sustainability. More studies may also be done to establish whether communities have been contributing towards the sustainability of their projects through voluntary work, fundraising and through awareness for success and sustainability of these projects. More studies should be done to establish whether there are known economic and political factors that affect success of these projects.

Index Terms- management support, management competency, stakeholders' involvement, church structure, community based projects' sustainability

I. INTRODUCTION

The Catholic Church has been involved in community based projects even before Kenyan political independence. This has been in terms of education, schools, both primary and secondary, colleges and trade institutions and in health sector. In addition the church has been having various other types of projects such as income generating projects, service rendering projects and skills imparting projects (Catholic Church Diocesan Development Office, 2012).

Globally, billions of shillings have been spent in communities to enhance the living situation of the people. However, one of the most critical obstacles is the extent to which the projects are able to persist despite the exit of donors, while the beneficiaries reap dividends; appreciate their participation and ownership role in the project. Apparently, it is sustainability that makes the difference between success and failure of community-based projects. Various factors such as technical, financial, institutional, economic, and social factors contribute to the failure to sustain the projects if not considered well in the project management cycle (Oino et at., 2015; Ochunga, 2016).

In an effort to analyze the global sustainability of community based projects in six countries (Benin, Bolivia, Honduras, Indonesia, Pakistan and Uganda). Katz and Sara (1997) found that the community-based approach significantly increased sustainability. The analysis found that there exist a strong linkage between participation of the community members and success of the projects. Success was achieved owing to the fact that community members were able to access information, capacity build at all levels, trained in operations and maintenance, control over funds, and good quality construction.

According to UNHCR (2008), a community-based approach is a way of working in partnership with persons of concern during all stages of project cycle. Community-based approaches recognize the resilience (UNHCR, 2001), capacities, skills and resources of people concerned, and build on these to deliver protection and solutions that support the community's own goals (UNHCR, 2008).

In the growing or developing economies of the world, especially in Africa and Latin America, the role of the Catholic Church in regional development is indisputable and inalienable, notably in the wake of political colonization, decolonization, secularization, secularism and politico socioeconomic decentralization (Daily Graphic Editorial, January 20, 2009). This role must also be unambiguous as it exceeds the acquisition of managerial competence and social service skills towards social infrastructure and service provision. It tickles the church in

development and makes church development distinct from that of other development actors. It is contingent on moral stature and spiritual discernment.

The Catholic Church is perhaps one of the oldest institutions with sustainable structures in the whole world. The sustainability is founded on long tradition, inspiring scripture, clear leadership and reliable network. The Church has showed her serious commitment to end poverty, diseases and ignorance in its mission to the world through community based projects. Recently, the church has demonstrated a more specific commitment to addressing the current issues related to the climate change when Pope Francis released the encyclical on the climate change. The encyclical addresses the issues related to the Sustainable Developmental Goals proposed by UN.

In Kenya, there are at least 26 dioceses covering every part of the country from grassroots to the national level with over 12 million Catholics, over 2000 educational institutions, several pastoral centers, shrines, retreat centers, hospitals, children's homes etc. These are among the many opportunities that the church can use in terms of awareness creation and project implementation for continuity and sustainability.

The Catholic Church Diocesan Development Office (DDO) of Nairobi was established in 1974 and is the development wing of the Diocese. It coordinates all socio-economic development interventions in the Diocese and has spear-headed development in the Region as the pacesetter and pathfinder (The Church Organization Research Advisory Trust (CORAT), 1983). Evaluation of the Diocese states, inter alia: "There is an appreciable infrastructural development, which has provided the populace with schools, vocational training institutes, hospitals and health clinics, boreholes and feeder roads among others. Further the diocese has integral socio-economic development in areas of women and development, agriculture, etc. all geared towards uplifting of the standards of life of the people." The Ollennu Report (1992) details the mission, vision, goal, objectives and functions, among many aspects of the DDO.

However, the project activities collapse following the phase-out of funders support. A World Vision (2009) evaluation report analysis show that, most community development projects have failed to sustain themselves, become self-reliant and the communities have failed to continue running them after funding organizations withdraw their support. Some factors which should have been worked out, in order to stop this trend of projects collapsing are not done despite support being meant for a specified period with the objective of making the projects self-reliant.

Billions of shillings have been spent in communities to enhance the living situation of the people. Aid effectiveness is a growing concern for the donor community. In the recent past, development practitioners have been focusing on efficient aid delivery to education. The shift from project mode to Sector Wide Approaches, Structural Adjustment measures to Poverty Reduction Strategy Papers, Programme-based Approaches, Direct Budget Support, Medium-Term Expenditure Frameworks reflect this concern for reducing the fragmentation of development systems and change the way aid is delivered by shifting the balance of power (Adhiambo, 2012).

In developing countries, Cleaver (1999) found that the community based projects need to have long-term effectiveness of participation. Limitations of communities in mobilizing the necessary resources, either through collecting funds from community members or lobbying government officials, greatly affected project success. Narayan (1995) analyzed lessons from 121 community projects funded by different agencies in 49 developing countries and found that the participation of local communities was an important factor for project effectiveness and sustainability.

It is estimated that 35% of community projects in Africa are non-operational (Ababa, 2013). Chambers (1983) points out that involvement allows people to have access to productive resources which enable them to increase their earning and obtain goods and services that they need and to participate in the decisions that affect them. Involvement methods can be used to guarantee the inclusion of all the stakeholders, the establishment of agreements between them and the provision of appropriate information at each level and for different purposes.

In Kenya, an estimated two million people are being positively impacted by community based projects efforts. There has been foreseen sustainability and the probability that a project shall continue long after the outside support is withdrawn. Consequently, while thinking of project sustainability, three things must be born in mind; the community, project results and external assistance. A project is sustainable if the community/beneficiaries are capable on their own without the assistance of outside development partners, to continue producing results for their benefit for as long as their problem still exists.

According to KWAHO, the success of community based projects in Kenya, has been due to the strategies integrated before the projects are completed, which include sensitivity to socio-cultural factors in the communities where the project are being implemented. Community-based project success is about creating a more just and equitable community through encouraging social and cultural diversity (Roseland et al. 2005). Any community-based project therefore, must give much consideration to socio-cultural aspects in any given project during pre and post-implementation (Matthews & Herbert, 2004).

The Archdiocese of Nairobi covers two counties - the City of Nairobi (Nairobi County) and Kiambu County. It covers an area of 3,721sq. Km and is divided into thirteen deaneries. This population is highly cosmopolitan due to the fact that Nairobi city is the capital of Kenya with people from all communities in Kenya and the world at large. Currently, the ordinary of the Archdiocese of Nairobi is His Eminence, John Cardinal Njue assisted by Rt. Rev. David Kamau Ng'ang'a,

Many CBPs facilitators and donors have initiated several community based projects in the Catholic Archdiocese of Nairobi as an intervention measure. These CBPs includes: World Vision, Swedish group, Catholic dioceses of Nairobi, Red-cross, Compassion and Rincord International. Initiated projects include bore holes, health facilities, and irrigation projects. All of these were established under the assumption that after the agreed period by the Support office and the facilitating partner end, the project would become self-supporting and continue meaningful service to the community. In other words this study will present a critical view of how community development projects have been managed and sustained long after donor phasing out with a

particular focus to community based projects in Catholic Dioceses of Nairobi.

The challenges are to satisfy today's needs without jeopardizing the possibility of future generations to satisfy their own needs (Carl, 2006). Sustainable development may indeed require a strong policy on the part of Government and other stakeholders of protecting the natural resource base if the same is not in place. The source base including all forms of capital should perhaps be maintained intact or even enhanced. A sound program design, adapted to local conditions and based on simple methods that facilitate beneficiary involvement i.e., Participatory Rural Appraisal (PRA) should always be chosen and beneficiaries should be involved in the selection. Participatory survey should define the social context of support, and communities should be well organized, trained, and sensitized before needs are identified.

A number of community-based projects including Church initiated projects, are successfully brought to completion and closure. Nevertheless, the completed projects had their fair share of challenges. Project sustainability is one of such challenges not only to projects in Kenya, but also in many other countries most of these projects are donor driven which results into dependence. Donors such as the World Bank, DFID, USAID, SALVATORIAN, MIVA and other bilateral aid agencies have been expressing concerns on project sustainability (Oino, Towett, Kirui & Luvega, 2015).

There has been a concerted effort by different scholars to underscore factors influencing community based project sustainability. Nonetheless, empirical studies have not investigated in depth on how management support, project management competency, church structures and stakeholder involvement in project management influence sustainability of projects implemented by the Catholic Church. This study therefore sought to investigate some of the selected factors affecting sustainability of Catholic Church community based projects with reference to Catholic Archdiocese of Nairobi.

The general objective of the study was to assess factors affecting sustainability of Catholic Church community based projects with reference to Catholic Archdiocese of Nairobi. The specific objectives were: to examine the role of management support on sustainability of Catholic Church community based projects, to assess the contribution of project management competency on sustainability of Catholic Church community based projects, to assess the extent of stakeholders involvement on sustainability of Catholic Church community based projects and to examine the influence of church structure on sustainability of Catholic Church community based projects.

II. LITERATURE REVIEW

1.1 Theoretical Review
1.1.1 Stakeholders' Theory

Stakeholders' Theory was a brainchild of Edward Freeman (1983) outlining how management can satisfy the interests of stakeholders in a project or business. The theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson & Preston, 1995). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

Stakeholders' involvement enhances social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion.

This theory was relevant to this study in that Catholic Church community based projects must ensure the community members voluntarily and actively participate in the projects from the start. It also emphasizes that the community members also benefit from their involvement. Therefore our Community projects management need to ensure the community members also are involved in the decision making, their staffs are trained on handling the community members and also the community members' interests are considered.

1.1.2 Human Capital Theory

Human Capital Theory was popularized by Gary Becker and Jacob Mincer (1993). It states that human capital is a stock of competencies, knowledge, social and personality attribute including creativity embodied in the ability to perform labor so as to produce economic value. According to the Organization for Economic Cooperation and Development (OECD, 2001), human capital is key for social and economic well-being. Knowledge of an individual gained from education adds economic value to a firm, (Becker, 1964). Skills and knowledge gained through education are importance to employees when they are performing their tasks as it improves their performance.

Community based project management teams require technical skills to run the projects successfully. These skills could be gained from technical institutions, formal education or on job training. This theory has been put in application in several occasions. The relevance of this theory is that the need for the community based project management team to have skills and experience in project management cycle. They need to use these tools and techniques when running the projects.

1.2 Empirical Review

Community based project sustainability ensures creation of a more just and equitable community through social and cultural diversity (Roseland et al., 2005). Therefore any community based project must consider socio-cultural aspects within a given project during before and during implementation. Sustainable project designs utilize the important cultural aspects, can to synthesize the past with the present for future (Matthews & Herbert, 2004).

Sustained projects will always become points of reference for other communities that need to undertake similar projects and thus become examples for learning. Project sustainability is important since it helps in expected and acceptable use of the massive resources in the project. Thus continuation of the project long after external support has ceased, leads to economical use of resources and avoids misuse of the same. Projects which are initiated and funded are mainly funded projects for children

younger than 15 years of age. These are most commonly schools, orphanages, rehabilitation centres, health and nutrition programs, and care for pregnant mothers. Other Funds go to projects that assist the whole parish community in their pastoral work. These projects mostly include the construction of parishes, halls, presbyteries and or living remunerations of priests. A large portion is for the training of local catechists in mission stations, far from parish centres, who are the mainstay in the faith formation of the community. Also funding goes to projects for the training of priests and religious brothers and sisters in their initial years of training, or novitiate (Catholic Mission, 2013). Jennings (1999) reviews a number of variants on these individual versus society conceptions, giving emphasis to racial and political dynamics. Rank (2004) is very clear that the focus on individual attributes as the cause of poverty calling for community based projects is misplaced and misdirected. Structural failings of the economic, political and social system are causes instead. He further focuses on various divergent theories where each result in a different type of community development intervention strategy. In any meaningful development activity popular community participation is inevitable. This finally prepares an avenue for community participation; a concept which connotes the direct involvement of local people in home-grown affairs such as building of roads, schools or election of local and civic leaders (Middler et al., 2006). This study thus dwells on such theoretical underpinnings of stakeholder involvement.

2.2.1 Management Support and Project Sustainability

Globally there has been the need to understand the factors influencing project sustainability; there is a need to monitor the aspects of project financial sustainability. Financial sustainability also sustains the managerial as well as the technical sustainability of a given project. Financial sustainability can be achieved through monitoring of net income, profits and liquidity-which is the ability to meet the cash obligations such as paying of bills and relationship between assets and debts. Secondly, stakeholders must recognize and share the benefits. Stakeholders play critical roles which promote projects sustainability (Kuria & Wanyoike, 2016).

Internationally, we have many Catholic Church projects which are funded through the Catholic Mission that operates through the international structure of the Catholic Church. It is also a member of the international Catholic network, the Pontifical Mission Societies. This mission has great respect for local people's determination of their needs. This necessitates that all request for funds should come from the community or from the parish religious congregation and should pass through the local Bishop of each diocese (Catholic Mission, 2013). Also Catholic Foundation Grants program also funds very many current needs in the communities. Under the terms of its charter, the Catholic Foundation can distribute grants only to qualified Catholic ministries, parishes and schools with principal offices in the Archdiocese of Brisbane and others whose values align with the teachings of the Church and follow best practices for non-profit organizations (The Catholic Foundation, 2014). Another example of Caritas Australia shows that vast majority of the funding comes from individuals without any direct funding from the Catholic Church. However, not all church goers, who recognize the activities being done, would contribute to

reenergize such courses of action, by contributing to Caritas Australia.

Catholic Mission funds application process for funds passes through the local bishop of each diocese. Even if these requests come from parishes or groups within the diocese, they must communicate with the local bishop and inform him of their request and must be made on Pontifical Mission Societies' application forms, be approved and signed by the diocesan bishop. Bishops then send these applications to the headquarters in Rome, before 15 December. In May of the following year, all the National Directors of the 160 countries where Catholic Mission exists meet for a week to approve projects and assign funding portions per project. Due to more demands than the available funds, projects usually receive about half of their initial request (Catholic Mission, 2013). Following this approval, for example, Catholic Mission in Australia is advised about the particular projects to send the money directly to. In August more funds is directly transferred to each individual country and bishops in those countries pass the money to each individual project (Catholic Mission, 2013).

Tooley (2015) notes that according to Cardinal Theodore McCarrick the Archbishop Emeritus of Washington and the Chairman of Sub-Committee of the Church in Africa, people of Africa greatly benefit from proper training in pastoral care, training and management. Therefore the support from the church in America to Africa is integral towards enhancing self-sustainability of church in Africa and also to meet the spiritual needs of its people. This therefore led to the approval of 47 grants for a total of $1,205,236 to support church of Africa by the same committee in 2015. Among the beneficiaries was the Catholic Church in Ethiopia, in Luanda, Angola and in Liberia (Zenit, 2016).

To fund community projects Catholic Church dioceses and even the affiliated Faith-based organizations make partnerships with different donor agencies. For example in South Africa, various dioceses, religious congregations and departments have established their own workable links with bodies such as Broederlijk Delen, Trocaire, Missio, Kirch-in-not, Misereor, Caritas, CAFOD, Catholic Charities USA and among others. Many foreign missionaries get funds from their home dioceses and from other supporters. More funding has been realized directly from governments and international trade blocks like the European Union especially to help in socio-political changes (Bate, 2001).

In Rwanda, every institution has room to grow and the Catholic Church continues on its path to sustainability and self-sufficiency. CRS Rwanda remains a committed Church partner. In the coming years, the Church and CRS hope to expand the capacity strengthening throughout each of Rwanda's nine dioceses and 168 parishes to facilitate ownership and sustainability of the efforts and in line with CRS commitment. This expansion will highly rely on a peer-to-peer training and accompaniment model that will utilize technical experts within the Church (CRS, 2013). CRS regards capacity strengthening as essential to any organization's growth which should include capacity building with focus on individuals or teams to enhance and develop new knowledge, skills and attitudes for people to function better; institutional strengthening, focusing on the organization, developing its systems and structures for more

effective functioning, work towards sustainability and achieve goals; and accompaniment, dependable instruction and mentoring that allows masterly of new skills or new organizational systems to become standard operating procedures (CRS, 2013).

There are 26 dioceses in Kenya covering every part of the country which have over 12 million Catholics, more than 2000 educational institutions, several pastoral centres, shrines, retreat centres, hospitals, children's homes and homes for the aged. This is mainly, how the church creates awareness, implements projects and ensures sustainability (Kwanya, 2015). Insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure. Communities also raise funds. Therefore commitment of resources, particularly finances, by beneficiary communities is viewed as an important indicator of the expected value of the project to these communities. When communities recover costs or stabilize in raising funds for maintenance, it contributes to sustainability by increasing resources and expanding benefits. Beneficiary contribution to capital costs, either labour or money, may be a significant indicator of system sustainability. However, this contribution to capital expenditures, in cash or in-kind, is not in itself an assurance of sustainability (Kuria & Wanyoike. 2016).

People have the knowledge and capacity to exploit the natural wealth around them yet cannot access them. Therefore the Church through its systems, structures, institutions and influence can advocate and conduct awareness programs in every community. Besides the Church can initiate microfinance projects to empower various communities in the country especially women and youth (Kwanya, 2015). There is extensive discussion about international project funding and the discrete sources of funds are known. However, there is little literature on how the funds are distributed to projects based on the intensity of needs as well as the procedures used to make such payment. Therefore there is need to understand such processes and also know how they influence project sustainability in Nairobi Archdiocese. We do not know how human resource is assigned to these projects. We also do not know how capacity building is done and also how the physical resources are assigned for project continuity.

2.2.2 Project Management Competency and Project Sustainability

Projects would become self sustaining due to a number of factors one of them being the managements' application of hard and soft skills. In 2013, a closer look at National Development Agency funded farming project in Johannesburg, South Africa, revealed the Project impact on the participants and community households benefit in that from the project as they produce products for self consumption and some community members buy food from the gardens as well. It was also revealed that the project could be more sustainable if member receive thorough training on marketing and all other problems. Above all, the literacy level of members who managed their own projects was very low (NDA, 2013).

In Kenya as in the entire African continent, CAFOD has done numberless projects. A project dubbed ABG-Realizing the Faith Potential will be carried out in four Arch Dioceses in Kenya, covering a total of 25 Catholic dioceses at different levels which are,Eldoret, Embu, Garissa, Homa Bay, Isiolo, Kakamega,

Kericho, Kisii, Kisumu, Kitale, Kitui, Lodwar, Machakos, Malindi, Maralal, Marsabit, Meru, Mombasa, Muranga, Nairobi, Nakuru, Ngong, Nyeri and Nyahururu.The legal holder will be Kenya Conference Catholic bishops secretariat under the Governance and Democracy Programme within Catholic Justice and Peace Commission and has main aim of improving governance in Kenya in dioceses by carrying out intensive civil campaigns, development of a simplified version for Constitutional Education during diocesan Workshops and throughout all established church structures. To attain high quality work the project shall train its National office holders in Project Proposal writing, Monitoring and Evaluation, Statistical Package for Social Sciences and training in conformity to International Reporting Standards for £184,274 (CAFOD, 2016). Diocese of Ngong in Kenya has a strategic plan for 2016-2020 particularly for Kajiado and Narok counties which have always experienced prolonged droughts that have adversely affected people's livelihoods resulting to households' loss of up to 90% of their livestock. Main aim is to have increased sustainability of WASH facilities, increased and consistent access to portable water by people and livestock among others. Some of the strategies are; facilitate development of water harvesting and adequate water storage facilities for institutions and households, capacity development of water community committees for improved sustainability of facilities, undertake environmental sensitization, conservation and protection initiatives and support community capacity development on improved sanitation and hygiene practices through experienced professionals (Catholic Ngong Diocese, 2016). This calls for both participation and partnership with all stakeholders and ensure capacity building for all. Stein (1998) in Adhiambo (2012) posits that people's participation provides an opportunity to establish new skills and habits of control, reporting and joint responsibility in development interventions. People's participation also helps for an improved understanding of the role of the involved stakeholders and the limitations of technical and financial resources that exists to address existing problems. However, such issues like low accountability on donor funded projects in Kenya have also not received the necessary attention they deserve.

Success from a project is attainable through the effort of all the participating team members where the project manager leads, organizes, delegates and controls the processes and activities in a running project. He/she should hold right skills and experience to guide the rest of the implementing team with certainty and competence. He/she should be able to share the vision. He/she should be someone who lifts us up, gives us a reason for being and gives the vision and spirit to change. A leader should offer people opportunities to create their own vision, to explore what the vision will mean to their jobs and lives and to imagine their future as part of the organization's vision (Bennis, 1997).

Project managers should be willing and able to delegate duties since successful delegation is crucial to successful project management. However, many people are afraid of delegation. They fear that if they delegate, the work won't be done properly and deadlines will not be met. They do most of the things themselves and directly oversee the rest of the team. Trust is an essential element in the relationship of a project leader and his/her team. You demonstrate your trust in others through your actions. That is how much you check and control their work, how

much you delegate and how much you allow people to participate. Barry notes that individuals who are unable to trust other people often fail as leaders and forever remain little more that micro-managers or do all the work themselves (Barry, 2000). Project leadership calls for clear communication about goals, responsibility, performance, expectations and feedback. The project leader is the team's link to the larger organization. The leader must have the ability to negotiate and use persuasion to ensure the success of the team. He/she should be clear, concise language with the intention informing, warning, encouraging or eliciting an action by the team members. Above all, he should be a good negotiator and Solution maker. We expect our project leaders to have excellent problem-solving skills themselves. He/she should be a solution maker in times of crisis by having a fresh, creative response to here-and-now prospects and not much concern with how others have performed those (Kouzes, 1987). A leader with a hardy attitude will take problems in stride (Barry, 2000). When leaders encounter a stressful event, they consider it interesting, they feel they can influence the outcome and they see it as an opportunity. Out of the uncertainty and turmoil of change, leaders rise up and articulate a new image of the future that pulls the project together (Bennis, 1997).

Project leaders should appreciate that team members have diverse economic, socio-cultural needs and responsibilities (Kwanya, 2015). Empathy, presupposes the existence of the object as a separate individual, entitled to his or her own feelings, ideas and emotional history. It is nice when a project leader acknowledges that we all have a life outside of work. Expertise in leadership skills are truly enviable competence. Therefore the ability to challenge, define, design, inspire, enable and encourage must be demonstrated if leaders are to be seen as capable and competent (Paul, 1970).

Having the right person in charge ensures better project outcomes in terms of higher quality, lower risk of project failure and more peace of mind. Better project management reduces the risk of project failure and translates to favourable project outcomes like lower costs and higher client satisfaction (Langer et al., 2007). His/her interpersonal skills is yet another indispensable attribute since poor project management can not only impact a firm tactically, economically or culturally, but may also endanger client relationships, result in project cost overruns and tarnish the project team's spirit. In the long run, the goal for an organization is to build capabilities that lead to an improved cost structure, and thus the resource allocation can be viewed as a strategic tool (Venkatraman and Prescott, 1990).

The more technical skills the manager brings to the project, the greater would be the probability of project success. While the direct impact of these skills is anticipated, we need to explore how the harmony between his/her skills impacts project success. The impact of fit between skills and environment on performance is more significant compared to the direct impact of skills on performance (Pagell et al., 2000). While hard skills are essential in PMs, soft skills are especially important for PMs because of the nature of their role not only within the project but also in the organizational and client relationship structure. Lee et al. (1995) argue that interpersonal and management skills are critical for the project professionals. PMs have to interact with many stakeholders. They have to not only manage internal project teams, their peers and superiors, but also interact with clients,

using skills that are essentially non-technical in nature. These skills include but not limited to organizational knowledge, tacit knowledge in handling people within the organizational structure, leadership and management skills, and customer handling skills (Becker, 1975; Lee et al., 1995). Within project teams, as individual's progress from technical roles to more managerial roles, these skills come into play and help in effective project management. Wagner and Sternberg (1985) focus on skills that are tacit and gained through experience rather than being taught in a classroom. They classify these skills as related to managing self, others and the career. Project's success highly relies on these skills on the part of the management.

In the developing world there has been constant demand by donors for managers to apply tested project management skills. Therefore Loo (2002) identified the following areas for improvement in project management practices for project managers which are: technical areas, improved scope management, improved budget management, integrate project control measure, implement standard project management practices, organizational learning, project reviews, effective resource planning, training for staff at all levels, empower teams and effective communication.

On the other hand, Pinto and Slevin (1988) listed the following as indispensable items project success namely: Project mission, top management support, project schedule, client consultation, effective personnel recruitment, technical tasks, client acceptance, monitoring and evaluation, communication and troubleshooting. In some countries like Kenya and Ethiopia, tapping local talent has become relatively simple because the donor community has been working on the ground for a long time now and there is a relatively adequate pool of talent to recruit from. However, other countries, especially those with higher rates of illiteracy and perennial political unrest such as Afghanistan and Pakistan, though have lately seen an upsurge of aid activity, are harder to recruit for (Kennedy, 2012).

It is noteworthy that, Churches play a central role in development. They motivate voluntary action and advocacy. They provide vital services to the most marginalised and needy. As societies and individuals are, churches are also in constant and necessary process of change. But we can also learn from one Ethiopian Synod, which was divided and became bankrupt in 2002. People's trust was lost. Leaders were corrupt. But the Synod gradually transformed. Trust returned, relationships were restored and the books began to balance. Churches are immensely challenging organizations to lead, to be a part of and to support development. In social development, churches have frequently failed to live up to expectations. Some appear uninterested in the poor; others take a 'handout' and disempowering approach. Conflict is also too apparent in some churches. There is a worrying frustration, a sense of unfulfilled expectations and constant wish for the church to be different where it sets an example and brings light to the world, to transform lives (James, 2009)

A study by Murungi on donor funded education projects in Kajiado in 2015 indicated that, the study's four independent variables explained only 84.5% of the project management practices on implementation of donor funded education projects as shown by the R square. Therefore other factors not studied in this research contribute 15.5% of the project management

practices on implementation of donor funded education projects. Therefore, further research should be conducted to investigate the other factors (15.5%). Other variables considered important to study are; risk management, time management, human resource management, and accountability among others that affect implementation of donor funded education projects (Murungi, 2015).

Murungi's study and many others did not study or recommend that PM skills be investigated for their influence in sustainability of the projects. This study should thus devote to establish if the PM in these catholic-based community projects are optimally skilled and whether their skills have influenced/affected continuity of their development projects. Further studies should be conducted by this investigation to establish whether project managers have adequate supervisory, coordination and ad communication skills in the Nairobi Catholic Church Archdiocese.

2.2.3 Stakeholders' Involvement and Project Sustainability

The term ''Community'' has often been used to denote a neighbourhood, a group of local NGOs, the residents of a small town, a workers' union, a group of women, among others. In this sense, the term does not refer what this group of people really have in common or their dissimilarities. The term ''Participation'' is also randomly used to denote civil debate and communication, delegation of activities, self-help construction, consultation, partnership, communal meetings, political decentralization. The lack of clarity in the use of these terms has led to varied interpretations on the role of community participation in programmes (Davidson et al., 2007; Diang'a, 2012).

For effective church projects, a cross-section of the community must participate in the development process and must do so indefinitely. The community must be in direct or indirect control of the operation and management of its own ventures. They should be allowed to make strategic decisions about the process, from the design phase onwards. This creates perception of ownership by the user community which is an important ingredient for the contribution to the recurrent costs of running and maintaining the system which need not always be financial in nature (Macharia et al., 2015). On partnership which is an important aspect of participation, CAFOD for example, has works in trust with hundreds of Church, secular and other faith organizations worldwide to achieve positive change at all levels of society and to maximize the benefits offered by the vast systems of the Church and other faith and civil society networks, at the points of extreme need. Working in partnership is a primary expression of solidarity and the healing power of relationships in transforming our world (CAFOD, 2016). Matthews and Herbert, (2004) argue that, to enhance sustainability, the community members must be seen to be capable of steering their own destiny. In this sense, at all stages of project cycle, they should be followed systematically to contribute what they have or know, share and learn what they do not know to increase their capabilities. Therefore project sustainability empowers the community to continue producing the much needed results, to ensure their most felt need is met thus, solve their problem long after the external assistance has stopped.

All this is based on the principle of community based popular participation which deals with broad issues of social development and the creation of opportunities for the involvement of people in economic, political and social life of the nation (Obbo, 2003). Thus in this way it prepares a way for community participation, a concept which connotes the direct involvement of local people in local affairs such as building of roads, schools or election of local and civic leaders (Middler et al., 2006). Concepts concerning community participation offer one set of explanations as to why the practice of community engagement might be useful in addressing the physical, interpersonal, and cultural aspects of individuals'' environments (Braithwaite et al., 1994). It is worth noting that change is more likely to be successful and enduring when the people it affects are involved in initiating and promoting it (Thompson et al., 1990). In this study, stakeholder participation at all levels is very critical to achieve project sustainability. This popular participation need has also brought about the growing trends of NGOs to work with government, donors and to provide joint activities like providing specific inputs and capacity building (Kuria & Wanyoike. 2016).

This is intended to result to: Technical sustainability which refers to the reliable and correct functioning of the technology for an acceptable quality of service and deliverables and the ability to meet the demands of all user assemblies. Requirements for technical sustainability include: a good design, which adheres to construction and operation and first-rate workmanship and materials; financial sustainability where systems can only function if financial inputs meet at least the costs of operation, maintenance and inevitable repairs. We should know who pays for all this and how fairly payments are shared between and within users groups; Institutional sustainability which is to keep systems operational, accessible and widely used for operation and capacities for management and accountability. In here, the voice of all the user groups, the poor and the women is ensured; Social sustainability where users will only sustain services that satisfy their expectations. That is the services which are easily accessible, in accordance with their socio-cultural values and practices and services considered to be worthy the incurred cost. Environmental sustainability incorporates fair share of responsibility among users for the protection of their environment and all natural resources like water among others (Macharia et al, 2015). However, Cooke and Kothari (2001) conclude that, most decisions for development projects in several third world countries are taken with minimal consultation of the local people such that even efforts to engage them in participatory planning do not reflect their choices. Many organizations just co-opt communities into projects for purposes of winning the donor confidence. It is sad to note that rarely do we take note of the various participation aspects such as passive, functional, consultative, manipulative, and interactive and self-mobilization (Morse & McNamara, 2016).

The aspect of community development as suggested by Paulo Freire in 1972, Pedagogy of the oppressed, has not found favour even in the Catholic Church pastoral work in South America. However, Catholic Church in the North is a community seeking lasting transformation with members open to learning from each other rather than just a temporary and transient partnership meant to deliver a single development project. As

such the Catholic Church chain is an example of a long-term partnership of members based on shared beliefs and morality which stress tolerance, respect for neighbours and a need to listen (Morse & McNamara, 2016). Another important contribution of participation in project effectiveness is that it ascertains that the development activities are based upon local knowledge and are more relevant to local people (Karl, 2000). Local people understand their problems better and can therefore use their skills and resources to find workable solutions that are custom made to suit their unique needs. This is why Oakley et al (1998) is of the idea that in order for the development efforts to make sustainable changes in poor people's lives, they must incorporate local values (Adhiambo, 2012). As Karl (2000) puts it, local people's judgments of what constitutes success give a more realistic and paramount view about what works and what does not. It is noteworthy that in many rural development programmes, participation is stronger in speech than in reality. There is a lot of lip service to the notion of participation but less commitment to the changes in direction and style that would be required to implement it (Oakley, 1991). The above literature has outlined what participation and partnership entails but the way it has been implemented in African and Kenyan Catholic Church community based projects is virtually left out.

2.2.4 Church Structure and Project Sustainability

While the Church is global, its structures reflect and respect local and national geographic divisions and sensitivities as can be seen in African Church context where diocesan boundaries reside within state boundaries. It also has to work within the legal frameworks set by the Government. The Church's development personnel liaise with State and Local governments on a regular basis (Morse & McNamara, 2016). The KCCB mandates the catholic secretariat to coordinate through its various commissions and implement all the activities which express the mission of the Catholic Church in Kenya. However, The KCCB Is the national action arm of the Catholic Church in Kenya while, the Kenya Catholic Secretariat (KCS) is the administrative centre through which the KCCB implements and coordinates various pastoral programs. It also undertakes those responsibilities which fulfil the mission of the Catholic Church in Kenya. Above all, it carries out the decisions of the Bishops, coordinates the activities of the church, cooperates with the Kenyan Government voluntary agencies and other religious communities, initiates new programmes and services as need arises, and coordinates and manages the national development programmes of the KCCB through various commissions (KEC-CS, 2006).

A study conducted in 2014, to establish roles played by church leaders towards sustainability of health projects in HomaBay, Kenya, indicated that role of church leaders in monitoring and evaluation of community health programs in the district was also looked at. One FGD respondent said, "*We don't know but in our church, development committee meets regularly, so I do think that one of the things they discuss is to review the progress of those programs*". A key informant from Catholic reported that they appraise partners; this was actually verified by a District Medical Officer who later advanced that, churches with operational health facilities were always invited in Annual Operation Plan review meetings like any other partner Catholic, SDA and ACK churches participate in meetings held by partners aligned to them (Okomo et al., 2014).

On planning, the study established that among the churches involved in the study, some had plans for spiritual support to the needy members of the society both in church and at the community level. Another crosscutting finding was that all donors organize for resources, internally and externally, to support their different development projects and programs. Catholic and ACK churches conduct needs assessment as their initial step in planning and also develop proposals to be funded by other development partners. Seventh Day Adventist Church, Catholic and ACK sometimes plan with development partners aligned to them (Okomo et al., 2014). The Catholic Church still obeys its hierarchical and 'top down' structure though there have been many proposals to make it more collegial. As the Reformation had a significant impact on governments and monarchies throughout Europe it was equally influential in its empires and colonies worldwide. It follows such rigid structures and bureaucracy to date (Morse and McNamara, 2016). The Catholic Church hierarchy as presented by Morse and McNamara (2016) is: the Rome (*Pope*), Country (*Cardinal*), Arch-Diocese/Ecclesiastical Province (*Arch Bishop*), Diocese (*Bishop*), Parish (*Priest*) and Laity *(Christian).*

Development projects are dealt with within this bureaucracy as the advantage of the Catholic Church development chain in testing analytical frameworks of partnership lies in the universal structures that apply throughout the chain. Given the hierarchical and universal nature of the Church donor organizations in the north are embedded within this structure in the same way as its southern counterparts. As a result each knows the operational context within which the other parts operate (Morse & McNamara, 2016).

The influence of Pope Francis is rippling out across the global Church and Laudato Si' publication offers us not just an inspiring way forward, but fundamentally challenges our society, the Church and CAFOD as an agency of change (CAFOD, 2016). Sustainability of many development programs in resource limited countries within sub Saharan Africa like Kenya, pose major challenges to most of the governments and the perceived benefiting communities (okomo et al., 2014).

In the 1930s, Kurt Lewin developed a development framework based on leaders' behaviours and enlisted the following types of leadership behaviours: Autocracy where leaders those who make decisions without consulting their teams. This style of leadership is considered appropriate when decisions need to be made quickly, when there is no need for input and when team agreement is not necessary or honoured for successful outputs or outcomes; Democratic leadership where teams are allowed to provide input before making a decision, although the level of input can vary from leader to leader. This is an important style when and where team agreement matters, but it can be difficult to manage when there are many different perspectives and conflicting ideas; and Laissez-faire leadership where these leaders avoid interfering; typically, they allow people within the team to make most of the decisions. This works well when the team is very able, motivated, and does not need any close observation. However, this can also be seen to mean that the leader is lazy or unfocused, which can cause failure (Murungi et al., 2015).

Researchers have clearly realized that how leaders behave affects their own success and that that a variety of leadership

behaviors may be appropriate at different times (Carpenter, Bauer & Erdogan, 2009; Certo, 2010). They argue that the best leaders are those who can access different behavioral styles and choose the right mode for each situation. A leader works to create emotional bonds that facilitates a feeling of ownership and belonging to the organization. Sometimes the team needs a visionary, a new style of coaching, someone to lead the way or even on occasion, a push. For that reason, great leaders choose their leadership style with calculated analysis of the matters at hand, the end goal, and the best tool for the job. However, though uncompromising, authoritative leaders may inspire an entrepreneurial spirit and vibrant enthusiasm for the mission (Murungi et al., 2015).

Richards and Martin (1981) stress that the best leadership model is the servant hood leadership where rather than having the right to control others; a servant leader lives his/her life under the control of another. Rather than being greater, a servant spends his/her life ministering among others, training them or showing how the ministry may be carried out without any undue authority over them (Mathew 20: 26-28). However, astudy conducted by Munene (2013) on 187 priests and 58 youth groups in Meru Diocese gave key finding of this study as that the most influential leadership style in attracting the youth to participate in church activities among others is entertainment leadership, trailed by transformational leadership, with charismatic and servant leadership styles coming third and fourth respectively. But what happens on the ground is stack opposite of what the youth prefer as they indicated high preference for entertainment leadership style as opposed to the priests who practice servant leadership style which was lowly rated by the youth. Munene et al. (2013) notes that this causes conflict of interest which is unhealthy for youth projects and that the church should seek ways and means of harmonizing the priests' practice and the youth preference so as to enhance the participation of youth in church and development activities.

As the Church continues to grow and expand throughout the world, the need for effective leadership has increased (Cooley, 2005). This need is being fulfilled by both the clergy and members of their congregation. The Church has consistently taught that all members have the potential to be effective leaders. They must however perceive all leadership positions in the church as an opportunity to serve and not as an opportunity to 'lord it over' others and to enrich themselves. This means that those willing to assume ecclesiastical leadership responsibilities must be prepared to do it on voluntary terms, absolutely with no monetary gain (Munene et al., 2013).

This leadership styles debate does not indicate how the Nairobi Archdiocese manages its affairs in the community projects. Again it is not shown whether these leadership styles in the church activities are replicated in the community projects. We should also be interested in knowing how the bishops relate with the project teams from the time of allocation of resources to the donor phase off times. Also how the project teams are structured which would influence continuity?

Several research gaps arise from the above review of empirical studies. The empirical studies indicates that research in the area of factors affecting sustainability of community based projects has been done but not in a comprehensive approach. A few studies that have been done have focused on factors affecting sustainability of community based projects on other institutions rather than Catholic Church community based projects. Ondari (2013) carried a study on factors influencing successful completion of road projects in Kenya. The study found management support, design specifications, contractor's capacity and supervision capacity as factors influencing success completion of road projects in Kenya. Road projects are different from power projects which are part of this study.

Ubani (2012) evaluated the effects of organizational structures on the effective delivery of civil engineering projects in Nigeria. The study found caliber of supervisors/level of lean staffing, level of flexibility, level of authority/power and communication flow, level of accountability and quality oriented index were found to significantly influence success completion of projects. Civil engineering project are different from community based projects in Kenya which are under the study. This study can be criticized that it focused on other projects instead of Catholic Church community based projects.

This study therefore intends to fill these pertinent gaps in literature by studying the selected independent variables which are some of factors affecting sustainability of Catholic Church community based projects. This study will add value to the existing literature by providing empirical evidence on the factors affecting sustainability of Catholic Church community based projects with reference to Catholic Archdiocese of Nairobi. It suffices to say that most studies tend to only focus on the religion and economic development. As societies become richer, religion becomes less significant to them and studies also show that there is a strong relationship between secularization and wealth (Peterson, 2007). Most authors contend that studies on the contribution of religious actors in development are a challenge due to lack of data (Ochanda, 2012).

The review of literature reveals that there was limited research on sustainability of donor funded projects. Most research studies focus on donor funded projects on NGOs and whether they are working or operating, capacity building and government involvement than on organizational processes and factors influencing sustainability. Most of the researches conducted on sustainability of NGO funded projects have been conducted in USA, UK and India (Kuria & Wanyoike, 2016). The conditions in these countries vary and may not be the same as in Kenya, ranging from differences in economic conditions to political stability. In Kenya most of the studies done on donor funded projects have been conducted in the Arid and Semi-arid Areas or in marginalized or informal settlements. The conditions in these areas may not be the same as in counties such as Nairobi and Kiambu which are metropolitan in composition.
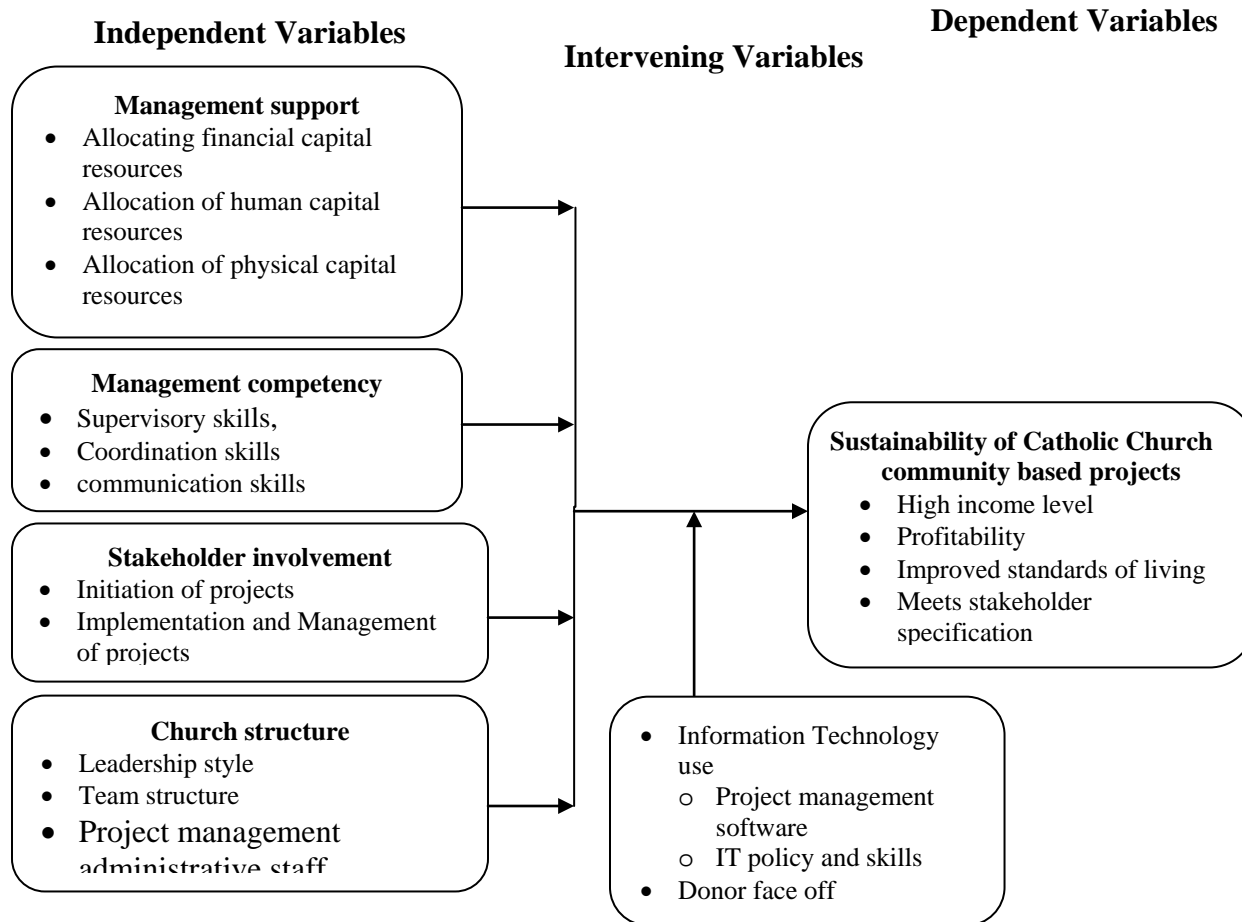
1.3 Conceptual Framework

Independent Variables   **Dependent Variables**

Intervening Variables

Management support
- Allocating financial capital resources
- Allocation of human capital resources
- Allocation of physical capital resources

Management competency
- Supervisory skills,
- Coordination skills
- communication skills

Sustainability of Catholic Church community based projects
- High income level
- Profitability
- Improved standards of living
- Meets stakeholder specification

Stakeholder involvement
- Initiation of projects
- Implementation and Management of projects

Church structure
- Leadership style
- Team structure
- Project management administrative staff

- Information Technology use
  - Project management software
  - IT policy and skills
- Donor face off

Figure 1: Conceptual Framework

III. METHODOLOGY

Orodho, (2003) defines a research design as the scheme, outline or plan that will be used to generate answers to research problems. According to Mugenda and Mugenda (2003), research design is the framework or blue print for the research. Research design is a roadmap of how one goes about answering the research questions (Bryman & Bell, 2007). This study adopted a descriptive survey design. A descriptive study is concerned with finding out the what, where and how of a phenomenon (Donald & Pamela, 1998). Creswell (2003) observes that descriptive research design is used when data is collected to describe persons, organizations, settings or phenomena. Descriptive research design was chosen because it enables the researcher to generalize the findings to a larger population. According to Mugenda and Mugenda (1999), the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population. Constructivist school of thought research paradigm was the philosophical guide for the study.

The Archdiocese of Nairobi is found in two counties which are the Nairobi City County and Kiambu County. It covers an area of 3,721sq. Km and is divided into thirteen deaneries. There are 106 parishes with over 4,000 Small Christian Communities.

The Archdiocese serves an estimated population of well over 4 million people where 1.6 million are Catholic faith members. This population is highly cosmopolitan due to the fact that Nairobi city is the capital of Kenya with people from all communities in Kenya and the world at large. Thika sub-county is an industrial centre ranking between 5th and 6th position among the largest towns in Kenya. Other urban centers within the Archdiocese of Nairobi include Kiambu, Ruiru, Juja, Kikuyu, Karuri and Limuru.

The target population in this study comprised of all the Catholic Church community based projects undertaken in Catholic Archdiocese of Nairobi. For each Catholic Church community based project, classified stakeholders who are project beneficiaries, Project Management Committee (PMC) members, project manager, project execution team, donors, and contractors amongst other stakeholders constitute the key informants from which the study sample per project will be selected. The sample size consisted of 10 selected community-based projects in different parishes from 5 out of 13 deaneries in the Archdiocese of Nairobi. Ten project managers from these projects were interviewed whereas a questionnaire was administered to 20% of the said projects' beneficiaries as indicated in the table below:

Table 3.1: Sample Size

	Deanery	Parish/Project	Target population	Sample Size (20%)
1.	Thika	St. Augustine	30	6
		St. Bernadette	35	7
2.	Ruaraka	Queen of Apostles	42	8
		St. George	40	8
3.	Gatundu	Uganda Martyrs	30	6
		Mary Help of Christians	34	6
4.	Nairobi West	Regina Caeli	33	6
		St. John the Evangelist	30	6
5.	Kiambu	Sts. Peter and Paul	38	8
		All Saints	40	8
	Total		352	69

Source: Archdiocese of Nairobi Office (2016)

The study used questionnaire and structured interviews for the purpose of data collection. The choice of these methods was informed by the many advantages associated with them such as easiness to administer thus time saving and minimization of biases as they may arise from the use of other instruments. The researcher informed the relevant authorities of the intention to undertake this academic research. Also this information was relayed to various Catholic Church Community-Based projects that were affected by the study. According to Creswell (2002), data collection is a means by which information is obtained from the selected subjects of an investigation. The primary data was collected from stakeholders who are project beneficiaries. Both structured and unstructured items will be used in these questionnaires.

The researcher recruited two researcher assistants to undertake data collection process. The researcher assistants deliver the questionnaires physically at the respondents' places of work. The researcher and the assistants would leave the questionnaires with the respondents and pick them up later. Each questionnaire was coded. The coding technique was be used for the purpose of matching returned, completed questionnaires with those delivered to the respondents.

Before processing the responses the completed questionnaires were edited, coded, entered. Quantitative data was analyzed using descriptive statistics and inferences such as chi square, regression and Spearman's correlation. Data analysis was done using SPSS (Version 21) and presented through percentages, means, standard deviations and frequencies and in inferential statistics. The information is displayed by use of tables, histograms and bar charts.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 1999). Reliability in research is influenced by random error. As random error increases, reliability decreases (Mugenda & Mugenda, 1999). From pilot study findings, the researcher will use the most common internal consistency measure known as Cronbach's alpha (α) for reliability test. It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). The recommended value of 0.7 will be used as a cut-off of reliabilities. This Alpha value was 0.79 for this study.

Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda & Mugenda, 1999). In other words, it is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. Patton (2002) define validity as the best available approximation to the truth or falsity of a given inference, proposition or conclusion. Expert opinion was relied on as the measure of validity.

This study adhered to all principles of ethical research. Thus the researcher kept in mind the norms regarding acceptable behaviors before, during and after the study. Among other norms, the research would not subject the respondents or any other persons in the course of this study to any harm in any ways whatsoever. The dignity of all participants was upheld. Furthermore, free consent, privacy and anonymity of the respondents were highly considered. Adequate levels of confidentiality were a priority throughout this endeavor. Lastly, the findings of this research will be disseminated to all interested parties with significant levels of honesty and transparency.

IV. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

1.4 Summary of Findings
1.4.1   Management Support

A number of the respondents (42.6%) indicated that top management has very great influence on the financial allocation while 29.6% feel that top management has great influence on financial allocation and sustainability. A proportion of 16.7% indicated that top management has very low influence on financial sustainability. At 7.4% respondents showed that top management has low influence on financials as few of them, 2.7% indicated that there is a moderate influence on financial allocations by the top management. There is weak negative correlation between top management support and financial sustainability in Catholic Church community based projects in the Archdiocese as shown by very low negative correlation, r=-0.247 and its associated high p<0.062. However accept the null hypothesis which states that there is no relationship between financial sustainability and the management support.

On human resource sustainability through top management support, some of the respondents (50%) feel that top management support enhances resources allocation and sustainability at a very great deal. The proportion of 16.7% feels that top management support is important to human resources allocation and sustainability at a great extent. Those who feel that top management support does not have any influence on human resource sustainability compose the lowest number of

respondents. A proportion of 13% feel that top management has low influence and 11.1% feel the top management influence on human resources allocation is moderate. In total a proportion of 6.9% feel that top management does not have any influence on human resources allocation. The low chi square value of 5.604 and its associated high p<0.231 value indicate that we accept the null hypothesis that states that there is no independence between sustainability of human resources and the top management support and allocation. Therefore we note that top management has influence on the human resources in the church related projects.

Majority of the respondents (57.4%) feel that top management support is important to very great extent for allocation and sustainability of the needed physical resources. This is followed by those who feel that top management support is important to a great extent (20.4%). A very low correlation coefficient, r= -0.146 and its associated p<0.274 value indicate that there is almost no correlation between top management support and physical resources sustainability. There is a weak negative correlation between allocation of physical resources and the top management support. This is also summed up in the non-parametric Spearman correlation coefficient that the Negative weak correlation coefficients of r= -0.247 (for financial capital resources), r= -0-.065 (for human capital resources) and r= -0.146, indicate that the top management, despite being an important aspect, the mutual relationship between its support and the sustainability of various resources allocation is weak and almost nonexistent in the projects.

1.4.2   Management Competency

The regression results indicate that the variances in the dependent variables can be explained 4.3% times by the independent variable-project management training and competence. This is a very low change on the dependent variable from the predictor variable management training. The mutual relationship values indicate weak correlation coefficients on influence of management competency on supervisory skills, r= 0.089, r= -0.221 on coordination skills, r= -0.176 on communication skills and r= -0.049 on contract management skills. These Spearman's correlation coefficients indicate that there is a weak influence on top management on supervisory, coordination, communication and contract management skills.

1.4.3   Lack of Stakeholders' Involvement

A number of the respondents (32.8%) indicated that lack of stakeholders' involvement has led to lack of ownership of the projects. When they do not own these projects, they take them to be alien and success or no success is not a concern. A proportion of 15.5% feel that they did not have to accept projects whose activities they are not involved in as 13.8% indicate that they fail to give important personal experiences for project success when not involved. At 12.1% respondents feel that failure to involve stakeholders scuttles general success of their projects, 5.2% showed that they give their support elsewhere where it is needed and that such projects cannot see change. Few respondents (3.4%) indicated that they cannot give support to such projects. The Spearman rank correlation coefficient values r= 0.444 indicates a positive correlation between stakeholders involvement and the creation of awareness about the projects. It

thus means that as stakeholders are left out of the project activities, they will not create awareness and vice versa. A value of r= 0.405 also indicate a positive correlation between involvement of stakeholders and good project planning in the arch diocese. As level of involvement increases, sustainable planning increases in the same proportion. When stakeholders have been well involved the r= -0.541 indicates that the implementation and coordination of project activities reduce in the same proportion. There is very strong positive correlation between stakeholders' involvement and communication in projects as indicated by r= 0.577. As involvement increases, communicates within and among projects increases in the same proportion. Reduced stakeholders involvement thus reduces awareness creation, planning and communication in the Archdiocese.

1.4.4   Church Structure

Some of the respondents (16.7%), indicated that church structure is important for project sustainability. A proportion of 14.6% feel that it facilitates general management of the project. At 10.4% respondents believe it encourages them to join projects. In equal proportions (6.2%), gives direction to projects, offers good leadership, facilitates sense of responsibility and accountability, shapes decisions and strategies as well as that it facilitates good passage of information follow. Better organization, good command line, provides leadership and guidance follow each with a proportion of 4.2% each.

On church structure and project management, majority of the respondents (51.72%) believe that church structure has been having very great influence on the project management structures in the Arch diocese of Nairobi. This is followed by 20.68% who indicated that the structure has moderate extent in effect on project management. At 6.8%, respondents believe that the church structure has great influence on project management. Few respondents, 5.17%, indicated that the church structure has low level of influence on project management. A low chi square value of 4.090 and its associated probability value of p<0.252 indicate that the two variable are independent of each other and that the church thus influences the project management structures and organization in the Catholic Church community based projects in the Arch diocese of Nairobi.

As far as its influence on project leadership is concerned, majority of the study respondents (56.89%) indicated that the structures have very low level of influence on the project leadership. This is followed by 18.96% of them who indicated that it has very great influence. A proportion of 5.17% indicated that the structure has great influence on project leadership. Few respondents (3.44%) showed that the structure has moderate level of influence on the project leadership. Spearman's rank correlation, r= -0.137 and its associated probability value of p<0.305 indicate that there is no significant relationship between the church structure and the project leadership. The null hypothesis that states that there is no relation between the church structure and project leadership in the Arch diocese of Nairobi is accepted. As influence of the structure increases leadership capabilities decrease in the same proportion.

Findings on church structure's effect on project team effectiveness indicate that, a low chi square value of 4.603 and it associated p<0.330 show that the independent and the dependent

variables are independent of each other. This means that church structure's influence and the project team effectiveness are highly related. This is confirmed by majority of the respondents (55.17%) confirm that church structure has very great effect on the project team. This is followed at a distance by 13.79% who feel it has great influence on project team. Very few respondents (3.44%) indicated that the structure has very low effect on the project teams.

1.5 Conclusions

Despite the reality that most of the of the respondents (42.6%) fell that top management has very great influence on the financial allocation while 29.6% feel that top management has great influence on financial allocation and sustainability, there is weak negative correlation between top management support and financial sustainability in Catholic Church community based projects in the Archdiocese. Very low negative correlation, $r=-0.247$ and its associated high $p<0.062$ indicate we conclude that there is no relationship between financial sustainability and the top management support.

A number of the respondents (50%) feel that top management support enhances resources allocation and sustainability at a very great deal. The proportions of 16.7% feel that top management support is important to human resources allocation and sustainability at a great extent. A proportion of 13% feel that top management has low influence and 11.1% feel the top management influence on human resources allocation is moderate. Only 6.9% respondents feel that top management does not have any influence on human resources allocation. Since chi square value of 5.604 and its associated high $p<0.231$ value indicate that we accept the null hypothesis, then we conclude that the top management has significant influence on the human resources in the projects.

It should be concluded that majority of the respondents (57.4%) feel that top management support is important to very great extent for allocation and sustainability of the needed physical resources. This is followed by 20.4% who feel that top management support is important to a great extent. However, a very low correlation coefficient, $r=-0.146$ and its associated $p<0.274$ value indicate that there is a weak relationship, support, on allocation of physical resources and the top management support. Though the top management is an important aspect, its support for sustainability of various resources allocation is weak and almost nonexistent in many projects.

Change in the projects which would come from general competence is very low. These Spearman's correlation coefficients specifies that there is a weak influence of top management on supervisory, coordination, communication and contract management skills. Its influence has been found to be only 4.3% on these important project attributes. In the Archdiocese of Nairobi, there has been involvement of stakeholders in project activities as shown by correlation coefficient values $r=0.444$. When adequately involved, users are active in creation of awareness about the projects and vice versa. There has been good project planning facilitated by stakeholders' involvement. A value of $r=0.405$ shows a strong positive mutual relationship between involvement of stakeholders and good project planning in the arch diocese where level of involvement increases and sustainable planning increases in the same

proportion. When stakeholders have been well involved the $r=-0.541$ indicates that the implementation and coordination of project activities reduce in the same proportion.

There was a very strong positive mutual relationship between stakeholders' involvement and communication in projects as indicated by $r=0.577$. As involvement increases, communicates within and among projects increases also. Increased stakeholders involvement thus increases awareness creation, planning and communication in the Archdiocese. There has been a supportive feeling that church structure positively influences project sustainability. Majority of the respondents (16.7%) indicated that church structure is important for project sustainability, 14.6% feel that it facilitates general project management as 10.4% believe it encourages them to join projects. In equal proportions (6.2%), gives direction to projects, offers good leadership, facilitates sense of responsibility and accountability, shapes decisions and strategies as well as that it facilitates good passage of information follow. Better organization, good command line, provides leadership and guidance follow each with a proportion of 4.2% each.

On project management, majority of the respondents (51.72%) believe that church structure has been having very great influence on the project management structures. This is followed by 20.68% who indicated that the structure has moderate extent in effect on project management. At 6.8%, respondents believe that the church structure has great influence on project management. Few respondents, 5.17%, indicated that the church structure has low level of influence on project management. A chi square value of 4.090 and its $p<0.252$ indicate that the two variable are independent of each other and that the church thus influences the project management structures and organization in the Catholic Church community based projects.

As far as its influence on project leadership is concerned, majority of the study respondents (56.89%) indicated that the structure has very low level of influence on the project leadership. A proportion of 5.17% indicated that the structure has great influence on project leadership as 3.44% showed that the structure has moderate level of influence on the project leadership. It is thus concluded that there no significant relationship between the church structure and project leadership. This sis shown by Spearman's rank correlation, $r=-0.137$ and its associated $p<0.305$.

Church structure's effect on project team effectiveness indicates high level influence on project teams' effectiveness. A low chi square value of 4.603 and it associated $p<0.330$ show that church structure's influence and the project team effectiveness are highly related. This is confirmed by majority of the respondents (55.17%) confirm that church structure has very great effect on the project team. This is followed at a distance by 13.79% who feel it has great influence on project team. Only 3.44% indicated that the structure has very low effect on the project teams.

1.6 Recommendations
1.6.1 Policy Recommendations

It is recommended that the project managers should create an environment which is conducive where all users feel part of the team that runs projects. It is also recommended that sources

of finances be made known by the managers to create accountability and transparency. This would enable stakeholders to feel that there is top management support to financial allocation and sustainability as opposed to the current feeling.

Though priests may be involved as project managers due to trustworthiness, there should be considerations that those who have appropriate project management as well as soft human relation skills are more suitable. To create more ownership of the projects there should be involvement of user representatives from the initiation to the implementation phases of the projects. This will erase a feeling that these are alien projects which are meant to benefit the initiators and the church alone. A sense of ownership and or belonging is vital to success of the existing and any future church projects.

1.6.2   Recommendations for Further Studies

Further studies should be done on the following: to establish how well the resources have been utilized in the projects which could have improved sustainability, to establish whether communities have been contributing towards the sustainability of their projects through voluntary work, fundraising and through awareness for success and sustainability of these projects, to establish whether the biblical teachings has an effect on the success of the projects and to establish whether there are known economic and political interferences in the success of these projects.

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APPENDIX I: GUIDING TABLES AND FIGURES

Table 1: Managers responses on top management support and the financial sustainability

Crosstab

			Extent-Allocation of financial capital resources					
			very low extent	low extent	moderate extent	great extent	very great extent	Total
Is top management support import for sustainability?	no	Count	0	2	2	0	0	4
		Expected Count	.6	.4	.3	1.1	1.6	4.0
		% within Is top management support import for sustainability?	.0%	50.0%	50.0%	.0%	.0%	100.0%
		% within Extent-Allocation of financial capital resources	.0%	33.3%	50.0%	.0%	.0%	6.9%
		% of Total	.0%	3.4%	3.4%	.0%	.0%	6.9%
	yes	Count	9	4	2	16	23	54
		Expected Count	8.4	5.6	3.7	14.9	21.4	54.0
		% within Is top management support import for sustainability?	16.7%	7.4%	3.7%	29.6%	42.6%	100.0%
		% within Extent-Allocation of financial capital resources	100.0%	66.7%	50.0%	100.0%	100.0%	93.1%
		% of Total	15.5%	6.9%	3.4%	27.6%	39.7%	93.1%
Total		Count	9	6	4	16	23	58
		Expected Count	9.0	6.0	4.0	16.0	23.0	58.0
		% within Is top management support import for sustainability?	15.5%	10.3%	6.9%	27.6%	39.7%	100.0%
		% within Extent-Allocation of financial capital resources	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	15.5%	10.3%	6.9%	27.6%	39.7%	100.0%

Table 2: Correlation on top management support and financial sustainability.

Symmetric Measures

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval Pearson's R	-.214	.079	-1.640	.107[c]
Ordinal by Ordinal Spearman Correlation	-.247	.076	-1.907	.062[c]
N of Valid Cases	58			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Table 3: Top management support and sustainability of human resource in projects.

Crosstab

			Allocation of human capital resources					
			very low extent	low extent	moderate extent	great extent	very great extent	Total
Is top management support import for sustainability?	No	Count	0	0	2	1	1	4
		Expected Count	.3	.5	.6	.7	1.9	4.0
		% within Is top management support import for sustainability?	.0%	.0%	50.0%	25.0%	25.0%	100.0%
		% within Allocation of human capital resources	.0%	.0%	25.0%	10.0%	3.6%	6.9%
		% of Total	.0%	.0%	3.4%	1.7%	1.7%	6.9%
	yes	Count	5	7	6	9	27	54
		Expected Count	4.7	6.5	7.4	9.3	26.1	54.0
		% within Is top management support import for sustainability?	9.3%	13.0%	11.1%	16.7%	50.0%	100.0%
		% within Allocation of human capital resources	100.0%	100.0%	75.0%	90.0%	96.4%	93.1%
		% of Total	8.6%	12.1%	10.3%	15.5%	46.6%	93.1%
Total		Count	5	7	8	10	28	58
		Expected Count	5.0	7.0	8.0	10.0	28.0	58.0
		% within Is top management support import for sustainability?	8.6%	12.1%	13.8%	17.2%	48.3%	100.0%
		% within Allocation of human capital resources	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Crosstab

			Allocation of human capital resources					
			very low extent	low extent	moderate extent	great extent	very great extent	Total
Is top management support import for sustainability?	No	Count	0	0	2	1	1	4
		Expected Count	.3	.5	.6	.7	1.9	4.0
		% within Is top management support import for sustainability?	.0%	.0%	50.0%	25.0%	25.0%	100.0%
		% within Allocation of human capital resources	.0%	.0%	25.0%	10.0%	3.6%	6.9%
		% of Total	.0%	.0%	3.4%	1.7%	1.7%	6.9%
	yes	Count	5	7	6	9	27	54
		Expected Count	4.7	6.5	7.4	9.3	26.1	54.0
		% within Is top management support import for sustainability?	9.3%	13.0%	11.1%	16.7%	50.0%	100.0%
		% within Allocation of human capital resources	100.0%	100.0%	75.0%	90.0%	96.4%	93.1%
		% of Total	8.6%	12.1%	10.3%	15.5%	46.6%	93.1%
Total		Count	5	7	8	10	28	58
		Expected Count	5.0	7.0	8.0	10.0	28.0	58.0
		% within Is top management support import for sustainability?	8.6%	12.1%	13.8%	17.2%	48.3%	100.0%
		% within Allocation of human capital resources	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	8.6%	12.1%	13.8%	17.2%	48.3%	100.0%

Table 4: Relationship between top management support and sustainability of human resource in projects

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.604[a]	4	.231
Likelihood Ratio	4.983	4	.289
Linear-by-Linear Association	.020	1	.886
N of Valid Cases	58		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .34.

Table 5: Top management support and the allocation of physical resources

Crosstab

			Allocation of physical capital resources					
			very low extent	low extent	moderate extent	great extent	very great extent	Total
Is top management support import for sustainability?	no	Count	1	0	0	2	1	4
		Expected Count	.3	.4	.1	.9	2.2	4.0
		% within Is top management support import for sustainability?	25.0%	.0%	.0%	50.0%	25.0%	100.0%
		% within Allocation of physical capital resources	20.0%	.0%	.0%	15.4%	3.1%	6.9%
		% of Total	1.7%	.0%	.0%	3.4%	1.7%	6.9%
	yes	Count	4	6	2	11	31	54
		Expected Count	4.7	5.6	1.9	12.1	29.8	54.0
		% within Is top management support import for sustainability?	7.4%	11.1%	3.7%	20.4%	57.4%	100.0%
		% within Allocation of physical capital resources	80.0%	100.0%	100.0%	84.6%	96.9%	93.1%
		% of Total	6.9%	10.3%	3.4%	19.0%	53.4%	93.1%
Total		Count	5	6	2	13	32	58
		Expected Count	5.0	6.0	2.0	13.0	32.0	58.0
		% within Is top management support import for sustainability?	8.6%	10.3%	3.4%	22.4%	55.2%	100.0%
		% within Allocation of physical capital resources	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	8.6%	10.3%	3.4%	22.4%	55.2%	100.0%

Table 6: Strength of the relation of top management support and physical resources sustainability

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	-.113	.147	-.849	.399[c]
Ordinal by Ordinal	Spearman Correlation	-.146	.127	-1.104	.274[c]
N of Valid Cases		58			

a. Not assuming the null hypothesis

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Table 7: Strength of the correlation coefficients between study variables

Correlation

			Is top management support import for sustainability?	Extent-Allocation of financial capital resources	Allocation of human capital resources	Allocation of physical capital resources
Spearman's rho	Is top management support import for sustainability?	Correlation Coefficient	1.000	-.247	-.065	-.146
		Sig. (2-tailed)	.	.062	.627	.274
		N	58	58	58	58
	Extent-Allocation of financial capital resources	Correlation Coefficient	-.247	1.000	.756[**]	.417[**]
		Sig. (2-tailed)	.062	.	.000	.001
		N	58	58	58	58
	Allocation of human capital resources	Correlation Coefficient	-.065	.756[**]	1.000	.695[**]
		Sig. (2-tailed)	.627	.000	.	.000
		N	58	58	58	58
	Allocation of physical capital resources	Correlation Coefficient	-.146	.417[**]	.695[**]	1.000
		Sig. (2-tailed)	.274	.001	.000	.
		N	58	58	58	58

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

Table 8: Linear Regression model on managers training and effective management of projects T

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	Sig. F Change
1	.207[a]	.043	.001	.374	.043	1.031	1	.321

a. Predictors: (Constant), Any project management training?

b. Dependent Variable: Do these project management skills make management task easier?

Table 9: Correlations between management competency and skills in supervision, coordination and contract management skills

Correlations

			Does project management competency affect sustainability of CCc based projects?	Supervisory skills' influence	Coordination skills' influence	Communication skills' influence	Contract management skills' influence
Spearman's rho	Does project management competency affect sustainability of CCc based projects?	Correlation Coefficient	1.000	.089	-.221	-.176	-.049
		Sig. (2-tailed)	.	.508	.095	.187	.713
		N	58	58	58	58	58
	Supervisory skills' influence	Correlation Coefficient	.089	1.000	-.044	.186	.009
		Sig. (2-tailed)	.508	.	.741	.163	.944
		N	58	58	58	58	58
	Coordination skills' influence	Correlation Coefficient	-.221	-.044	1.000	.638**	.407**
		Sig. (2-tailed)	.095	.741	.	.000	.002
		N	58	58	58	58	58
	Communication skills' influence	Correlation Coefficient	-.176	.186	.638**	1.000	.446**
		Sig. (2-tailed)	.187	.163	.000	.	.000
		N	58	58	58	58	58
	Contract management skills' influence	Correlation Coefficient	-.049	.009	.407**	.446**	1.000
		Sig. (2-tailed)	.713	.944	.002	.000	.
		N	58	58	58	58	58

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

Table 2: Effects of lack of stakeholder involvement in projects

Effects when not implemented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9	1	1.7	1.7	1.7
	Acceptance	9	15.5	15.5	17.2
	Accountability	3	5.2	5.2	22.4
	essential experiences	8	13.8	13.8	36.2
	for success	7	12.1	12.1	48.3
	Ownership	19	32.8	32.8	81.0
	promote growth	2	3.4	3.4	84.5
	provide resources	1	1.7	1.7	86.2
	spreads responsibilities,	3	5.2	5.2	91.4

Support	2	3.4	3.4	94.8
Unwilling to change	3	5.2	5.2	100.0
Total	58	100.0	100.0	

Table 3: Correlations on how lack of stakeholders' involvement has affected projects

Correlations

			Does stakeholder involvement affect sustainability?	Stakeholders factors-Awareness creation	Stakeholders factors-Planning	Stakeholders factors-implementation & coordination	Stakeholders factors-Communication
Spearman's rho	Does stakeholder involvement affect sustainability?	Correlation Coefficient	1.000	.444**	.405**	-.541**	.577**
		Sig. (2-tailed)	.	.000	.002	.000	.000
		N	58	58	58	58	58
	Stakeholders factors-Awareness creation	Correlation Coefficient	.444**	1.000	.441**	-.309*	.633**
		Sig. (2-tailed)	.000	.	.001	.018	.000
		N	58	58	58	58	58
	Stakeholders factors-Planning	Correlation Coefficient	.405**	.441**	1.000	.060	.427**
		Sig. (2-tailed)	.002	.001	.	.657	.001
		N	58	58	58	58	58
	Stakeholders factors-implementation & coordination	Correlation Coefficient	-.541**	-.309*	.060	1.000	-.105
		Sig. (2-tailed)	.000	.018	.657	.	.432
		N	58	58	58	58	58
	Stakeholders factors-Communication	Correlation Coefficient	.577**	.633**	.427**	-.105	1.000
		Sig. (2-tailed)	.000	.000	.001	.432	.
		N	58	58	58	58	58

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

*. Correlation is significant at the 0.05 level (2-tailed).

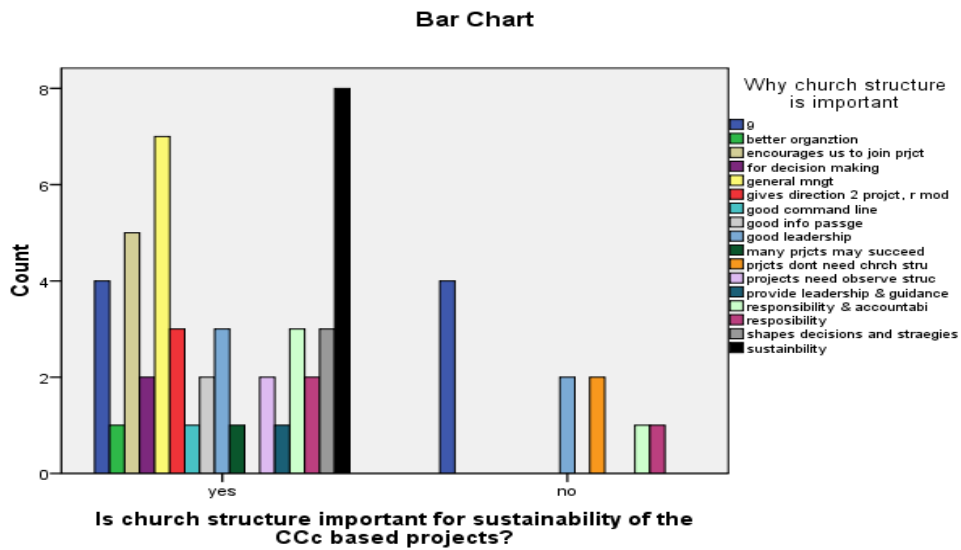**Figure 1: Importance of church structure to project sustainability**

Table 4: Extent of church structure importance to project management

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.090[a]	3	.252
Likelihood Ratio	6.107	3	.107
Linear-by-Linear Association	2.137	1	.144
N of Valid Cases	58		

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .34.

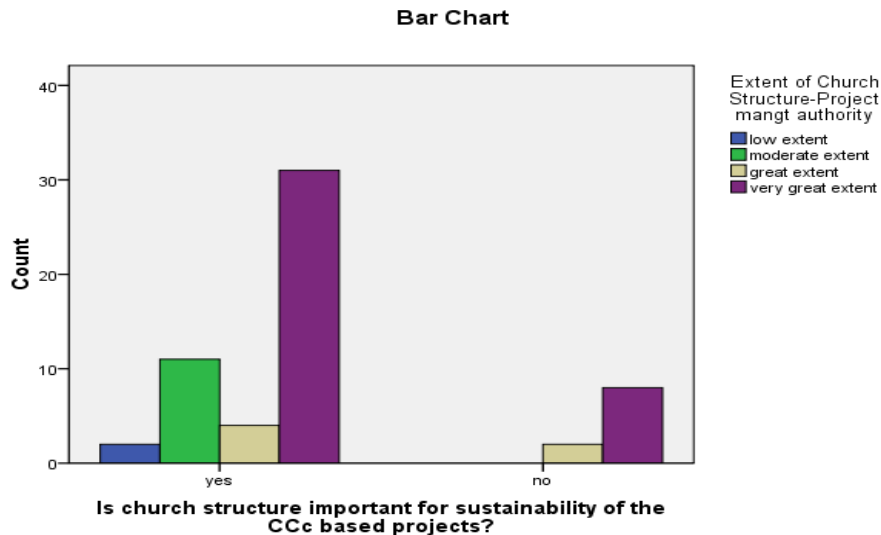**Figure 2: Extent of influence of church structure on project management**

Table 13: Extent of church structure influence on project leadership

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	-.133	.101	-1.007	.318[c]
Ordinal by Ordinal	Spearman Correlation	-.137	.102	-1.036	.305[c]
N of Valid Cases		58			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

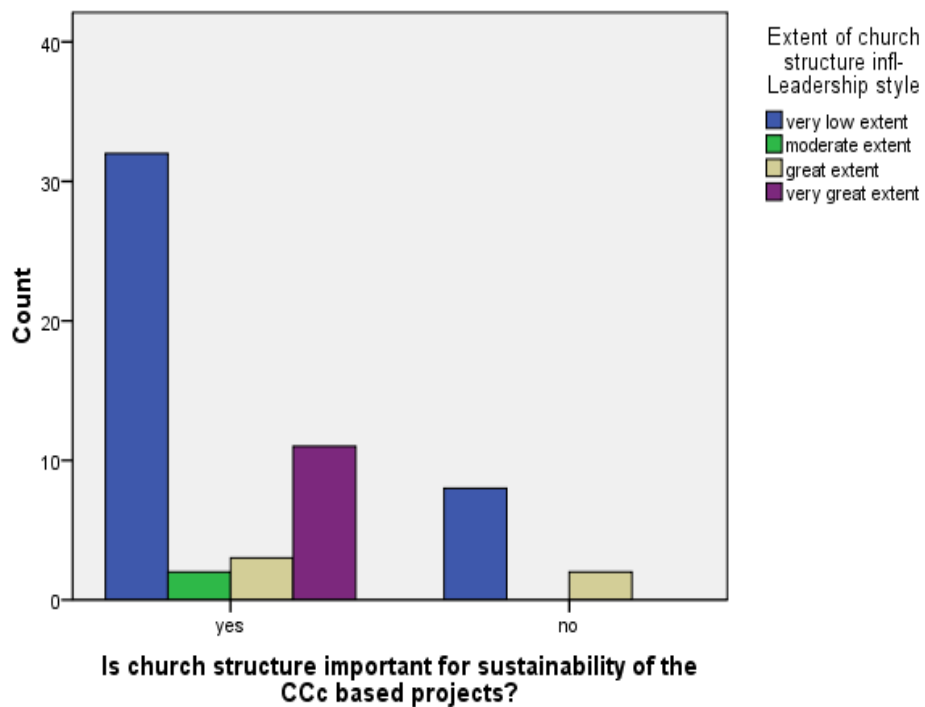**Figure 3: Extent of church structure influence on project leadership**

Table 5: Extent of the church structure effect on the project team effectiveness

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.603[a]	4	.330
Likelihood Ratio	7.219	4	.125
Linear-by-Linear Association	3.258	1	.071
N of Valid Cases	58		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is .34.

Figure 4: Extent of the church structure effect on the project team effectiveness.