

Factors Influencing Sustainability of Development Projects: A Case of Mercy Ministry International Rwanda in The Rubavu Community

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Abstract

This paper examined the factors influencing development projects sustainability in Mercy Ministry International projects. The specific objectives were to establish whether organizational leadership, Monitoring and evaluation, community participation and government policies influence development projects sustainability of Mercy Ministry International projects. The study was guided by leadership contingency model theory and stakeholder theory. A descriptive research design was adopted in the study. Mercy Ministry International Rwanda in the Rubavu community was the unit of analysis and the unit of observation was project managers and project team members of the organization. A census of 95 respondents was carried out. Primary data was collected using questionnaires. The researcher used inferential statistics to establish the extent to which variables studied related to each other. The study established that organizational leadership ($\beta=4.207$, $P<0.05$) monitoring and evaluation ($\beta=1.170$, $P<0.05$), community participation ($\beta=2.827$, $P<0.05$), and government policies ($\beta=1.342$, $P<0.05$), had a positive and significant influence on development projects sustainability. The researcher concluded that organizational leadership plays a critical role in fostering decision development, developing policies and disseminating project management best practices throughout the organization. Monitoring and evaluation helps those participating with some form of project to determine if change is needed. Government policies assist in mitigating legal risk and encourage the company to explain the advantages and incentives that the organization provides its employees in terms of project sustainability. The study recommended that the organization's management should focus on the common project goals and encourage their employees to work towards the shared goal even during conflicts. The organization should conduct a readiness assessment to determine the capacity and willingness of the organization and its development partners to construct a results-based M&E system. The organization should encourage active and representative engagement in order to allow all members of the community to have a substantive effect on the decisions that concern sustainability of the project. The organization management should develop a series of high-level policy statements that provide guidance to employees at all levels towards effective project sustainability.

Keywords: Sustainability, Leadership, Development, Projects, Monitoring and Evaluation.

Introduction

A couple of years of aid to third world communities have seen funds going down the drain with little impact; poverty continues to nag at the millions of poor people in these communities with little or no impact after the aid. International donors have played a significant role in assisting communities or governments to implement sectoral system reform strategies in developing countries. With increased involvement of donor agencies in sectoral reform efforts, two concerns have gained paramount importance and attention: effectiveness and sustainability (Homedes, 2001; Hak & Dahl, 2007). The sustainability issue to development activities became

important to donors since the 1980s (Scoons, 2007). Donors use sustainability as one of yardsticks in evaluating development interventions and become the basic purpose for donors to provide aid in achieving or promoting development (Komalawati, 2008). A project is sustainable if there are sustainability strategies formulated from the designing phase, also the chances for sustainability can be influenced by how the project is managed, monitored and evaluated. Project sustainability is indicated by the ability to continue to meet objectives defined in terms of benefit levels. Projects produce specific benefits for targeted beneficiaries which ideally should continue to increase after project completion.

However, projects in Africa more often than not do fail because of a lack of sustainability. According to The World Bank's private arm, the International Finance Corporation, only half of its Africa projects succeed (Associated Press, 2007). For example, In Lesotho, the World Bank, European Investment Bank and African Development Bank initiated a project dubbed "Lesotho Highlands" water project at a cost of \$3.5 billion. The project to divert fresh water from the mountains for sale to South Africa and for electricity began in 1986. But the electricity proved too expensive for most people, and the diversion of so much water caused environmental and economic havoc downstream. The development fund raised from selling the water was shut down in 2003. The courts convicted three of the world's largest construction firms on corruption charges and the project's chief executive was jailed. Tens of thousands of people whose lives were ruined by the diversion are still waiting for compensation.

In Rwanda, the culture of "handouts" from the Western world has dominated the minds of local NGOs and their would-be beneficiaries. The preoccupation of donor recipient communities and implementation agents has been more of "how much more are we receiving other than what are doing with the aid received?" Local development projects continually open their arms to donors without any significant accounting of the outcomes of previous aid. Even government agencies are on a perpetual borrowing mode to initiate or complete projects. Many are the Community development projects that have stalled shortly after commencing operations. Lack of enough funds, mismanagement, leadership wrangles and imposed external policies have led to crippling or closure of otherwise very well-meaning development projects.

Mercy Ministry international which is based in Geneva started its works in Rwanda in 1994 after the genocide. In 1999 it became the greatest donor to NGOs in working towards reconciliation in Rwanda. It later opened an office in Rwanda in 2009 and added to extra programs to its activities; Community development and leadership development. Rubavu was chosen by the Rwandan office as pilot project to the integrated programs in a specific community.

In the past six years, the community was divided along ethnic lines but however right now there is cohesion among the different tribes. The community has come up with many initiatives to solve poverty and illiteracy. There has been remarkable progress and the government has rated the area as one of the best performing districts in development.

Despite all these achievements, the work of MMI came in after NGOs created dependency in the area. Most of the NGOs are still there but the community is still dependant. Most government programs are initiated from the top and are not community based hence this reduces power and ownership from the community. This eventually ends up in the initiation of projects that stall, with money going to a few pockets and lack of sustainability because the community is never empowered.

Literature Review

Fiedler Leadership Contingency Theory

Fiedler (1964) presents the theory of Fiedler leadership contingency model theory where he proposes that effective sustainability of projects is depended upon the proper match between a leaders' ability to lead is contingent upon situational factors that include the leaders' capabilities, preferred style, and behavior, competency of employees. This theory propounded that leaders should adopt that style which best to the situation and immediately stimulate the employee performance towards effective project sustainability. This theory was relevant to the study as it shows that an effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better project sustainability and make them expert for maintaining the quality of work during project implementation process and providing necessary support to project team members is such a great responsibility. The introduction of clear standards of leadership promotes the core values and maturity on their role and responsibility thus effective and efficient project implementation towards better project sustainability.

Stakeholder Theory

The theory of stakeholders as advocated by Freeman (1984) suggests that the organization itself should be seen as a grouping of stakeholders and the organization's task should be to control its desires, needs and viewpoints. The control of organization stakeholders is assumed to be performed by the managers in which they will, on the one side, run the business for the good of its owners in order to ensure their privileges and involvement in the decision-making process and, on the other hand, the management will serve as the representative of the stakeholder to ensure the organization survival in order to safeguard the long-term interests of each individual.

According to Freeman (1984), a stakeholder is any organization or person that may be influenced or impacted by the accomplishment of the aims of the organisation. Freeman (1984) further claimed that stakeholders will affect the operation, goals, growth and even sustainability of an organization. According to the PMI Standards Committee (2004), project stakeholders are persons and organisations involved in the project or whose interests may be influenced by the project implementation or the successful completion of the project. Stakeholders are crucial to the successful completion of a project as their inability to endorse the project's mission or priorities continually contributes to many projects collapsing. Effective participation of stakeholders includes active support and cooperation in the creation, planning and development of new business strategies.

This theory demonstrates that recognition of stakeholders is a critical component of the initial scope process and should take place before an interaction strategy is implemented and consultations begin. Since each stakeholder typically has its own interest in the project which can trigger different priorities, disagreements and raise the complexity of the situation dramatically. A well-managed participation mechanism for stakeholders allows project stakeholders work together to improve the performance of the project. Thus, community participation should be regarded as a core element during the execution of the project. The project will therefore be more likely to succeed, especially in the long term, by taking into account stakeholders' perceptions and attempts to meet their needs.

Empirical Literature Review

Organizational Leadership

Opoku, Ahmed and Cruickshank (2015) study investigated the role of organizational leadership in delivering sustainable construction projects in UK. A mixed approach method was utilized as well as qualitative data which was gathered through a semi-structured interview with 15 participants, accompanied by a sector-wide survey of 200 intra-organizational members in the British construction industry in contractor and consultancy organizations. Data analysis showed that the most important role of intra-organizational leadership in fostering safe construction activities was to devise strategies, enforce processes and disseminate best practices across the organization.

A study by Tabassi, Argyropoulou, Roufechaei and Argyropoulou (2016) evaluated the leadership behaviour of project managers in sustainable construction projects. The study was involved a survey of 70 project managers of environmentally friendly building projects. The results show that project managers' leadership skills as responsive second-order buildings end up having substantial direct influence on success criteria for sustainable buildings. In addition, the results suggest that project managers' academic integrity is the most important factor in successful construction achievements.

Ahsan and Yassin (2016) carried out a study on how project leadership and team work impacts project sustainability. Tool for data collection was questionnaires and the study population consisted of employees from manufacturing organizations. Statistical methods including descriptive statistics, evaluation of the Pearson moment as well as regression analysis were used to analyse data. The findings showed that the performance of the project manager has been positively correlated with project sustainability and that collaboration also has a positive relationship with project sustainability.

Mary (2018) study assessed project management leadership effects on performance of compassion International Projects in Kitui County, Kenya. The study utilized descriptive research design. The respondents were sampled using stratified random sampling. The questionnaires were sent to each respondent's email to collect data. Data was quantitatively analysed using descriptive statistics. From the findings, a positive significant relationship between leadership and project performance was revealed. Leadership skills, expertise of teamwork, leadership influence and leadership styles all had a positive correlation with project success.

Monitoring and Evaluation

Umugwaneza and Kule (2016) study examined monitoring and evaluation role on project sustainability in Rwanda. A case study of Electricity Access Scale-Up and Sector-Wide Approach Development Project (EASSDP). This used a descriptive research design. Four supervisors were chosen using purposive sampling method, while a simple random sampling approach was used for SWAP workers. The study utilized both the primary and secondary data. The findings of the study showed that transparency, effective communication, preparation collaboration and positive oversight strongly correlate with project sustainability in Rwanda.

Biwott, Egesah and Ngeywo (2017) investigated the importance of monitoring and evaluation in the sustainability of Constituency Development Fund (CDF) Projects in Kenya. The results show a strong impact of monitoring and evaluation on the effectiveness and sustainability of

the projects carried out through CDF funding. Therefore, it is wise to integrate monitoring and evaluation into all the Government of Kenya CDF funded projects.

Njeri and Omwenga (2019) study investigated monitoring and evaluation practices influence on sustainability of national aids control council projects. This research followed a descriptive approach to gather data from all of the 90 interviewed respondents utilizing standardized questionnaires. The data gathered was analysed through systematic data analysis with descriptive and inferential statistics. The findings showed a strong association between organizational M&E factors which included human capacity, relationships and coordination, and sustainability of the project. However, organisations have yet to build sufficient human capacity according to the findings.

Gathege and Yusuf (2019) study investigated monitoring and evaluation on sustainability of women based agricultural projects in Joywo Uasin Gishu County. The study adopted a descriptive survey design with mixed approaches. The target population was women based agricultural projects. Stratified and random sampling methods have been used to collect representative samples from the governments of the sub counties. To collect data, the analysis utilized questionnaires and interview schedules on a Five-Point Likert scale. Both descriptive and inferential statistics were used. The research found that high performing women-based agricultural project are undeniably successful communicators and, if the expenditure is all-inclusive, if the monitoring and evaluation of funds and those of the overall project are taken into account, the eventual result is project sustainability.

Community Involvement

Wanyera (2016) study examined the influence of community participation on sustainability of community-based projects: A Case of Kiambu Water and Sanitation Slum Project, Nairobi County, Kenya. A descriptive survey research design was used. The selection of respondents was made using systematic random sampling methodology. Questionnaires were used to collect from the respondents both quantitative and qualitative data. Regression analysis found that there is a significant relationship between community participation and project sustainability: if community participation is low, sustainability of community-based projects is negatively influenced.

A study by Abdullahi, Ahmed and Sale (2014) evaluated the influence of community participation on Bauchi state local empowerment and environmental management project sustainability in rural Nigeria. Data for the research were obtained using open ended questionnaires and focus group interviews from project records, project managers, advisory councils and community members. Research findings suggest that for the majority of local populations, the nature and extent of involvement is generally limited to providing information, consulting, and commitment. In addition, local communities are not actively involved in decision-making, preparation, tracking and evaluation processes.

Study by Alelah and Mueke (2017) studied the degree to which community participation impacts water and sanitation management initiatives in Rhonda Slum, Nakuru County, Kenya. Cluster sampling was the sampling method used. The collection of data included the use of questionnaires. Data were analysed for both descriptive and inferential statistics. From the results, the study found that the community participation and sustainability of WASH projects had a significant positive impact.

Isaboke and Melchizedek (2017) examined the impact of community participation impacting clean water projects' sustainability in Ruhango Sector of Ruhango District, Rwanda. This study employed descriptive survey. The study population consisted of the heads of households, other water informants from the field, and other water scheme implementers. This research obtained quantitative data using a sample of 100 respondents and interviewed 20 other key players in the water sector. Using descriptive statistics, the data was analysed. Participation of partners has greatly enhanced sustainability in community-based water projects. The involvement of the community members thus improved the performance of the water project to a large extent, thereby increasing the project's sustainability.

Government Policies

A study by Onyango, Bwisa and Orwa (2017) investigated Critical Factors Influencing the sustainability of public infrastructure projects in Thika Sub-County, Kiambu County Kenya. The study used descriptive survey research design to obtain the data and both qualitative and quantitative research approaches. Using a self-administered questionnaire, data was collected and interpreted using descriptive and inferential statistics. The study's findings showed a significant statistical association between government policies and the viability of public infrastructure projects.

Mustafa (2016) studied the effect of government policies on sustainability of water projects showed that there were adequate water management policies in Kenya. The research used both probability and non-probability sampling techniques. They obtained quantitative data using questionnaires. Descriptive statistics were used in analysing data. The study found Kenya has a high level of water policy implementation, Water regulations have influenced the region's water supply and security, and government policies on water resource management have been in effect. The study noted that contact with government officials determines the feasibility of sustainability of the project.

Oino, Towett, Kirui and Luvega (2015) study investigated the dilemma in sustainability of community-based projects in Kenya. A philosophical overview of factors influencing project sustainability in Kenya, especially in the very poor communities where such projects are the only window of hope. The study depended on research of Kenya and other parts of the world from secondary data. It was observed that project sustainability involves conformity with current standards in which such expectations are often decided by considering applicable governmental regulations for the project as well as the production and distribution of secure and reliable goods or services by the agency that guides the project.

Martin (2018) study examined factors affecting the sustainability of donor-funded projects in Kenya's Arid and Semi-Arid Areas; A Central District Marsabit scenario. The analysis followed a descriptive research design. The target population included all workers of Marsabit Central District who served with donor funded project. Data is obtained from the selected respondents using questionnaires as the primary instrument for collecting data. Stratified and purposeful sampling methods were employed to achieve a representative sample size. Using descriptive statistics, the data was analyzed. The study found that most donors supported project in Marsabit became impractical because of strict government policies after the donor support was removed.

Project Sustainability

Silvius and Schipper (2014) studied and impact analysis on sustainability in project management. The study provides a systematic overview of 164 publications linking sustainability to project management, spanning the period 1993-2013. Based on an overview of specific sustainability aspects, which was apparent from the publications. Given sustainability, it appears that project management impacts to different levels. Considering sustainability means, firstly, a change in the nature of project management: from time, expenditure and quality control to social, environmental and economic impact management. Secondly, that implies a paradigm shift.

Chawla, Chanda, Angra and Chawla (2018) reviewed the future possibilities of the sustainable project management. An analysis of the literature on various issues concerning sustainability of project management was published between 1987 and 2018. The report further describes and addresses potential future analytical methods to measure and mitigate environmental problems in project management.

A study by Martens and de Carvalho (2014) evaluated a conceptual framework of sustainability in project management. A systematic review of the literature was used, integrating as analytical and bibliographic methods. The sample was taken from the database. The findings provide literature systematization and a methodological structure that leads to the analysis of sustainability with cultural, environmental and social perspectives in performance focused project management. Gachie (2019) study assessed project sustainability management in term of risks, problems and perspective. The methodological methodology followed in this study is a systematic review of secondary data collected by the project team over a span of one year that reveals the consequences of neglecting constructive management of the three pillars of sustainability resulting in poor resource and stakeholder resistance output of the project, the lessons learned therein, as well. The findings revealed a low level of commitment to sustainability by project teams, particularly with regard to social and environmental pillars.

Figure 1 shows the relationship between variables. The independent variables include organizational leadership, monitoring and evaluation, community involvement and government policy and the dependent variable is the project sustainability.

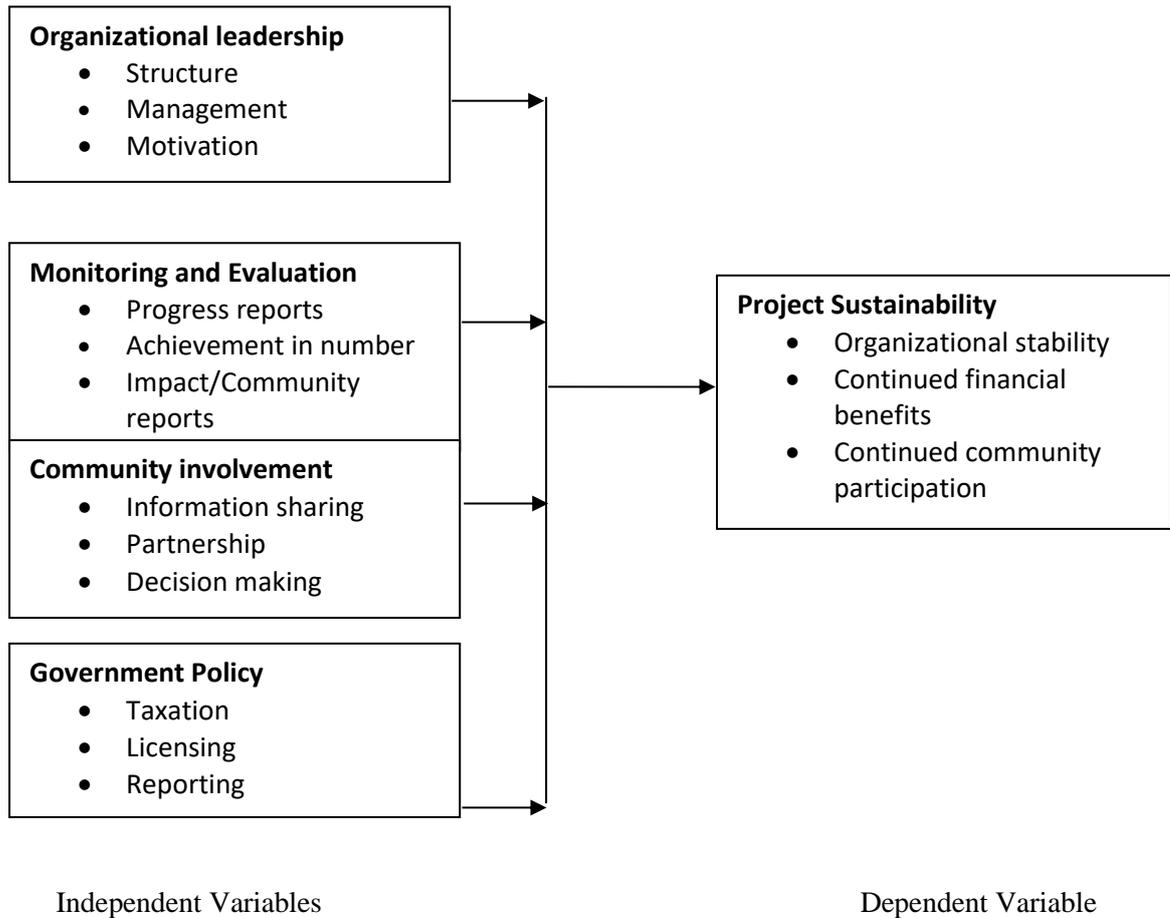


Figure 1: Conceptual Framework

Research Methodology

A descriptive research design was adopted in the study. According to Kombo and Tromp (2006), a descriptive study is conducted to ascertain and describe the features of the factors of concern in a scenario. The study Population comprise 95 subjects and the researcher took a census of the all the subjects because it was manageable. The population distribution was as shown in Table 1.

Table 1: Target Population

Category	Population
Project Managers	10
Project Team Members	85
Total	95

Source: Mercy Ministry International Rwanda HRM Report of 2020

Primary data was collected using questionnaires. The questionnaires were divided into different sections covering the objectives of the study. Likert scale was used to allow the respondents to express their level of agreement to listed questions pertaining to each study objective. Questionnaires were administered to all project managers and team members the respondents. The researcher first contacted the administration of the organization to affirm his intention on carrying out the study and to clarify the significant of the study and the commitment required

from the management. Self-administered questionnaires were dropped to each respondent and picked later after two weeks. The researcher made a follow up through phone calls and in addition, visited the respondents before the stated period to remind them on the importance of responding to the questionnaire.

Primary data from the field was edited to eliminate errors that could have been made by the respondents. Coding was done to translate question responses into specific categories so as to organize and reduce research data into manageable summaries.

In order to test the relationship between independent and dependent variables from data collected, inferential statistics was used which included multiple regression analysis.

The regression equation was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Whereby: Y = Project sustainability
 X_1 = Organizational leadership
 X_2 = Monitoring and evaluation
 X_3 = Government policy
 X_4 = Community involvement
 $\beta_1, \beta_2, \beta_3$ and β_4 are coefficients of determination
 ϵ is the error term

Findings and Discussion

Response Rate

A total of 95 questionnaires were administered to both project managers and project team members. Their response rate was presented in Table 2.

Table 2: Response Rate

Category	Frequency	Percentage
Responded	89	93.7
Non-responded	6	6.3
Total	95	100

Source: Research Data (2020)

Table 2 indicates that the study had an overall response rate of 93.7% and a non-response rate of 5.9%. As per the recommendation by Baruch (2012) that a response rate of above 80% is sufficient for data analysis. Therefore, at 93.7% study response rate was considered appropriate for data analysis. This meant that there was acceptance and credibility of the research findings of the study due to high response rate.

Inferential Analysis

Inferential statistics including correlation analysis and regression analysis was done to reach conclusions about associations between variables. They results are presented as follows:

Correlation Analysis

Table 3: Correlation Analysis

		Organizational leadership	Monitoring and Evaluation	Community Participation	Government Policies
Organizational leadership	Pearson Correlation	1	.708**	.389**	.182
	Sig. (2-tailed)		.000	.000	.087
	N	89	89	89	89
Monitoring and Evaluation	Pearson Correlation	.708**	1	.475**	.494**
	Sig. (2-tailed)	.000		.000	.000
	N	89	89	89	89
Community Participation	Pearson Correlation	.389**	.475**	1	.620**
	Sig. (2-tailed)	.000	.000		.000
	N	89	89	89	89
Government Policies	Pearson Correlation	.182	.494**	.620**	1
	Sig. (2-tailed)	.087	.000	.000	
	N	89	89	89	89

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

Source: Research Data (2020)

The results in Table 3 show that the Pearson's r for the correlation between the organizational leadership and monitoring and evaluation variables is 0.708 and vice versa which is close to 1 with a significant value of 0.00 which is less than 0.05. This shows a strong relationship meaning that changes in one variable are strongly correlated with changes in the second variable. Mary (2018) study observe that leadership skills, expertise of teamwork, leadership influence and leadership styles all had a positive correlation with project success. Gathege and Yusuf (2019) study established that found that high performing women-based agricultural project are undeniably successful communicators and, if the expenditure is all-inclusive, if the monitoring and evaluation of funds and those of the overall project are taken into account, the eventual result is project sustainability.

Table 3 also shows that community participation is strongly related to government policies as shown by Pearson's r at 0.620 which means that increase in community participation leads to increase in government policies and vice versa. Alelah and Mueke (2017) explored the degree to which community participation impacts water and sanitation management initiatives in Rhonda Slum, Nakuru County, Kenia and found that the community participation and sustainability of WASH projects had a significant positive impact. Martin (2018) examined factors affecting the sustainability of donor-funded projects in Kenya's Arid and Semi-Arid Areas and found that most donors supported project in Marsabit became impractical because of strict government policies after the donor support was removed.

Regression Analysis

Table 4: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.746 ^a	.896	.891	.169	.896	180.582	4	84	.000

Source: Research Data (2020)

Table 4 shows a model summary that provides information about the regression line’s ability to account for the total variation in the dependent variable. The result on adjusted R² indicates that the independent variables studied that included organizational leadership, monitoring and evaluation, community participation and government policies explain 0.891(89.1%) of the changes in the development projects sustainability of Mercy Ministry International projects. This means that other variables not studied contribute 10.9% of the development projects sustainability.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.614	4	5.154	180.582	.000 ^a
	Residual	2.397	84	.029		
	Total	23.011	88			

Source: Research Data (2020)

The significance value is 0.000^a which is less than 0.05 thus the model is statistically significance in predicting how organizational leadership, monitoring and evaluation, community participation and government policies influenced the development projects sustainability of Mercy Ministry International projects. The *F* calculated at 5% level of significance was 180.582. Since *F* calculated is greater than the *F* critical (p value = 5.154), this shows that the overall model was significant.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.624	.179		6.283	.000
	Organizational leadership	0.779	.034	4.207	5.309	.000
	Monitoring and Evaluation	0.806	.027	1.170	3.994	.000
	Community Participation	0.749	.044	2.827	6.956	.000
	Government Policies	0.689	.040	1.342	7.228	.000

Source: Research Data (2020)

From the above regression model, holding organizational leadership, monitoring and evaluation, community participation and government policies to a constant, development

projects sustainability of Mercy Ministry International projects would be 0.624(62.4%). It was established that an increase in organizational leadership would lead to increase in development projects sustainability of Mercy Ministry International projects by a factor of 0.779, an increase in monitoring and evaluation would lead to increase in development projects sustainability of Mercy Ministry International projects by a factor of 0.806, an increase in community participation would lead to increase in development projects sustainability of Mercy Ministry International projects by a factor of 0.749 and an increase in government policies would lead to increase in development projects sustainability of Mercy Ministry International projects by a factor of 0.689.

The established regression equation by the study resulted to:

$$Y = 0.637 + 0.782X_1 + 0.895X_2 + 0.758X_3 + 0.569X_4$$

Where Y = Project sustainability
 X₁= Organizational leadership
 X₂= Monitoring and evaluation
 X₃= Community participation
 X₄= Government policies

The study examined that organizational leadership had a positive and significant relationship on the development projects sustainability of Mercy Ministry International projects as indicated by beta value ($\beta=4.207$, $P<0.05$). This is in line with Ahsan and Yassin (2016) study that found that the performance of the project manager has been positively correlated with project sustainability and that collaboration also has a positive relationship with project sustainability

The study established that monitoring and evaluation had a positive and significant relationship on the development projects sustainability of Mercy Ministry International projects as indicated by beta value ($\beta=1.170$, $P<0.05$). This concurs with Biwott *et al.* (2017) study that found a strong impact of monitoring and evaluation on the effectiveness and sustainability of the projects carried out through CDF funding

The study found out that community participation had a positive and significant relationship on the development projects sustainability of Mercy Ministry International projects as indicated by beta value ($\beta=2.827$, $P<0.05$). This agrees with Isaboke and Melchizedek (2017) study that found that participation of partners has greatly enhanced sustainability in community-based water projects

The study revealed that government policies had a positive and significant relationship on the development projects sustainability of Mercy Ministry International projects as indicated by beta value ($\beta=1.342$, $P<0.05$). This is consistent with Onyango, Bwisa and Orwa (2017) study that found a significant statistical association between government policies and the viability of public infrastructure projects.

Conclusions

Organizational leadership plays a critical role in fostering decision development, developing policies and disseminating project management best practices throughout the organization. Organizational leadership strengthens collaboration to motivate workers to bring in positive improvements, critical input is regularly exchanged for progress, and establishes a performance

development process in which plans are designed, introduced, reviewed, strengthened and tracked for successful sustainability of the project.

Further monitoring and evaluation helps those participating with some form of project to determine if change is needed. By tracking and reviewing a project manager will evaluate what is effective and what is not, and from there will decide whether improvements to a project can be made. For internal management and external partners, M&E may be used to show development. Furthermore, by offering input about how services meet goals in accordance with community desires and expectations, M&E is an effective tool for transparency.

Conversely, government policies assist in mitigating legal risk and encourage the company to explain the advantages and incentives that the organization provides its employees in terms of project sustainability. Provides basis for effective decision-making and practice which specifies the policies and practices applied to all an organization's workers. Public policies are a way of expressing the policies and opinions to executives.

Recommendations for Policy and Practice

On organizational leadership, the study recommended that the organization's management should focus on the common project goals and encourage their employees to work towards the shared goal even during conflicts. Have excellent communication systems to enable a project manager to communicate effectively with a broad spectrum of people at different levels within an organization and externally. Cultivate a positive attitude to impact positively on the team and forms the basis of a happy, productive work environment.

On monitoring and evaluation, the study recommended that the organization should conduct a readiness assessment to determine the capacity and willingness of the organization and its development partners to construct a results-based M&E system. Develop key indicators to monitor outcomes, so the degree to which the outcomes are being achieved can be assessed. Gather baseline data on indicators that involve description and measurement of the initial conditions being addressed by the outcomes.

On community participation, the study recommended that the organization should encourage active and representative engagement in order to allow all members of the community to have a substantive effect on the decisions that concern sustainability of the project, to engage members of the community in thinking about and recognizing project problems and the cultural, financial, environmental, political, psychological and other impacts of alternative courses of action on the sustainability of the projects. Work effectively to strengthen the leadership capability of community residents, stakeholders and organizations within the society and be responsive to the use of the broad spectrum of intervention plans to contribute for neighbourhood resilience and well-being over the long term.

On government policies, the study recommended that the organization management should develop a series of high-level policy statements that provide guidance to employees at all levels. The organization should ensure that projects are effectively managed within the limitations of scope, quality, resources (time and budget) and risk; appropriate governance and control is established. Finally, the researchers suggest that further studies should be carried out that focus on different factors that influence projects sustainability in Mercy Ministry International projects.

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