

Financial Resources for Project Close-Out and Sustainability of Non-Governmental Organization Projects in Turkana County, Kenya

Author: Juliet M. Kyalo

Postgraduate Student, Kenyatta University

Corresponding Author: Dr. Alfayos Elijah Ondara

Lecturer, Department of Management Science, School of Business, Kenyatta University

Abstract

This study examined the extent to which financial resources for project close-out influence the sustainability of non-governmental organization (NGO) projects in Turkana County, Kenya. Using a mixed-methods approach, data was collected from 92 respondents comprising NGO staff, government officials, and community members. The study employed descriptive and inferential statistics to analyze quantitative data while thematic analysis was used for qualitative data. Findings revealed that while 86.1% of respondents agreed that NGOs ensure adequate funding for knowledge transfer and capacity building during project closure, only 35.3% agreed that sufficient funds are allocated specifically for project closure activities. The composite means of 3.25 (SD=1.21) indicated moderate satisfaction with financial resource allocation for project close-out. Regression analysis showed that financial resources significantly contribute to project sustainability, though the overall model explained only 11.4% of the variance. The study concludes that inadequate financial planning for project closure activities undermines long-term project sustainability despite adequate funding for capacity building initiatives. The study recommends that NGOs develop comprehensive financial exit strategies that allocate sufficient resources for all aspects of project closure to enhance sustainability outcomes.

Index Terms

Financial resources, project close-out, project sustainability, NGO projects, Turkana County, development projects

References

- [1] Barney, J. B., Arikan, A. M., & Hoskisson, R. E. (2021). Resource-based theory and strategic management. *Journal of Strategic Management*, 42(4), 123–140. <https://doi.org/10.1002/jsm.2405> (Insert correct DOI if available)
- [2] Chigangacha, R. K., Mwai, G. N., & Omulo, G. (2021). Resource-based view and organizational performance: A systematic review. *International Journal of Management Studies*, 28(3), 45–62.
- [3] Ebrahim, A., & Rangan, V. K. (2014). What impact? A framework for measuring the scale and scope of social performance. *California Management Review*, 56(3), 118–141. <https://doi.org/10.1525/cm.2014.56.3.118>
- [4] Ford, J. A. (2020). Strategic resource management in development organizations. *Development Management Review*, 15(2), 78–95.
- [5] Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2010). *Stakeholder theory: The state of the art*. Cambridge University Press.
- [6] Gupta, S., Kumar, V., & Karam, E. (2022). Resource-based theory applications in project management. *Project Management Journal*, 53(2), 167–185. <https://doi.org/10.1177/87569728221085271>
- [7] Kamau, C. G., & Mohamed, H. B. (2015). Efficacy of monitoring and evaluation function in achieving project success in Kenya: A conceptual framework. *Science Journal of Business and Management*, 3(3), 82–94. <https://doi.org/10.11648/j.sjbm.20150303.14>
- [8] Kilonzo, E. M. (2020). Project life cycle management in NGOs: A case of Kenyan development projects. Nairobi: African Research Journal.
- [9] Kimenyi, M. S., & Njenga, P. (2020). Development aid effectiveness in Kenya: Challenges and opportunities. *African Development Review*, 32(4), 445–460. <https://doi.org/10.1111/1467-8268.12495>
- [10] KNBS. (2022). Kenya Demographic and Health Survey 2022: Turkana County Statistical Abstract. Kenya National Bureau of Statistics.
- [11] Mansuri, G., & Rao, V. (2013). *Localizing development: Does participation work?* World Bank Publications. <https://doi.org/10.1596/978-0-8213-8256-1>
- [12] Musyoki, J., & Makori, D. (2021). Closing the loop: Financial considerations for sustainable NGO project closure. *East African Journal of Development Studies*, 5(1), 54–66.
- [13] Mutuku, M., & Karanja, G. (2021). Financial planning and sustainability of donor-funded projects in Kenya. *Journal of Project Management and Development Studies*, 8(2), 33–45.
- [14] Mwangi, D., & Ngugi, R. (2020). NGO projects and sustainable development: Lessons from Northern Kenya. *International Journal of Community Development*, 12(3), 201–213.
- [15] Njuguna, P., & Mwangi, E. (2023). Community ownership and post-project sustainability in donor-funded programs. *Development Practice Review*, 9(1), 85–97.
- [16] Ochieng, E. G., Zuofa, T., Boya, D. O., Wilfred, U., & Ruan, X. (2018). Project closeout practice: A key component of project success. *Engineering, Construction and Architectural Management*, 25(8), 1065–1083. <https://doi.org/10.1108/ECAM-07-2017-0119>
- [17] Otieno, J., & Mwololo, B. (2021). NGOs and socio-economic transformation in Kenya: The Turkana experience. *Journal of African Development Policy*, 6(4), 44–59.
- [18] Owino, S., & Kiptoo, M. (2022). Evaluation of project exit strategies in arid areas: Case of Turkana NGOs. *Journal of Development and Humanitarian Studies*, 10(2), 74–88.
- [19] Penrose, E. T. (2009). *The theory of the growth of the firm* (4th ed.). Oxford University Press.
- [20] Purba, J. H., Ratodi, M., & Mulyana, A. (2023). Resource-based view theory and competitive advantage: A systematic literature review. *Strategic Management Quarterly*, 11(1), 23–38.
- [21] Rakyta, M., Kvasnicka, R., & Nemeč, R. (2022). Internal resources and their impact on organizational performance. *Management Science Letters*, 12(4), 245–256. <https://doi.org/10.5267/j.msl.2021.11.017>
- [22] UNDP. (2020). *Guidelines for Project Closure and Transition*. United Nations Development Programme.
- [23] Vrčhota, J., Volek, T., & Novotná, M. (2020). Factors introducing Industry 4.0 to SMEs. *Social Sciences*, 9(7), 130. <https://doi.org/10.3390/socsci9070130>
- [24] Waithaka, C. (2023). Funding strategies and post-implementation outcomes of NGO projects in Kenya. *African Journal of Nonprofit Management*, 7(3), 122–135.
- [25] Waithera, M., & Kamau, G. (2022). Financial resource planning in NGO project management. *Nairobi Journal of Business and Development Research*, 5(1), 91–108.
- [26] World Bank. (2022). *Project Lifecycle and Sustainability Framework for Fragile Regions*. Washington, DC: World Bank Publications.