

ROLE OF PROJECT MANAGEMENT LIFE CYCLE ON SUSTAINABILITY OF DEVOLVED SYSTEM OF GOVERNANCE PROJECTS IN KENYA

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Abstract: Since time immemorial, human civilizations have used various types of projects to deliver change or benefit to societies. They include the projects such as Voyages of Discovery of Henry the Navigator, the Great Pyramids of Egypt, the ancient Roman roads, the Grand Canal of China, the Dykes of Holland and the Atomic bomb among others. Since 1950s the development agenda has been characterized by projects and programs aimed at improving the quality of life of beneficiary communities, be it in physical or qualitative terms. Projects of antiquity have left their mark on society and contributed to positive changes that benefit society in general and improved living conditions for many people. The nature of projects is that they vary in scale, purpose and duration. Projects represent the commitment of human and physical resources to produce specific outputs in a given time and budget framework. They may be initiated by a community requiring modest inputs and producing tangible outputs within a relatively short timeframe. The study aimed at establishing Project Management life cycle and sustainability of devolved system of governance projects in Kenya. Specifically, the study looked at roles of: Project Initiation, Project Planning, Project Execution and Project Closure on the sustainability of Mount Kenya East Counties projects. The study was conducted in Mount Kenya East (Meru, Embu and Tharaka Nithi) and the targeted population was 154 members involved in County projects. A census was done where the entire population was administered with questionnaires. The study used descriptive survey design. The study found that the Project Management Life Cycle has as significant role on the sustainability of projects in counties. Project Initiation had a slightly significant positive relationship with sustainability. Project Planning has a strong positive relationship with sustainability of projects. Project Execution has weak positive relationship with sustainability and finally, Project Closure has moderately strong positive relationship with sustainability. The four independent variables explained 78.4% of sustainability. The study recommended that the Project Management Life Cycle to be well implemented in projects to ensure sustainability of those projects. The study further recommends a similar study to be conducted to identify the other roles that help ensure 100% sustainability of projects. The study will be helpful to the county government administration, scholars, and other project stakeholders as they strive to ensure sustainability of projects is achieved.

Keyword: Project Life Cycle, Sustainability of Projects, Project Initiation, Project Planning, Project Execution, Project Closure.

I. INTRODUCTION

Project lifecycle is a collection of project phases which are divided and assigned for the purpose of its appropriate control, management and operation. Project lifecycles are designed according to the project's characteristics [1]. Despite the differences, all project lifecycles are defined to connect their phases from their beginning to their completion. The transition between the phases could be done through some form of transfer technique, handoff or even the practices of overlapping phases [2]. At the other extreme, projects may require substantial financial resources and only generate benefits in the long term. Projects may stand-alone or be integrated into a program, with several projects contributing to

one overall goal. Despite the difference in the nature of projects, aspects of sound project implementation and management are universally shared by them [3]. Before the Second World War the main emphasis in the development of tropical countries was on communications and material resources. There was much less emphasis on small-scale development specifically related to the needs and welfare of the people in their local communities. Today the governments of most tropical countries are aware of the need to foster development in local communities as well as nationally and actually have special programs to stimulate and help communities to improve their livelihoods. These are known as community development programs or projects. Such programs are not limited to the national governments but have become the main concern of several intergovernmental agencies such as UNESCO or USAID, and a wide variety of local community-based organizations (CBOs).

Sustainability can be defined as the ability of a project to maintain its operations, services and benefits during its projected life time. Project sustainability is a major challenge in many developing countries. Large number of projects implemented at huge costs often tend to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter. There are several factors that influence sustainability of projects. They include planning and design, well-coordinated implementation, and monitoring and evaluation techniques to refine weak areas as reinforcement is done on the effective areas [3]. Several factors are responsible for poor sustainability. Some are simple while others are quite complex. Some are within the control of the project management, while others come as external threats. Some of the factors can be taken care of right at the design stage of a project, whereas, others can be tracked and corrected during implementation, through monitoring. It is, therefore important that the factors that affect sustainability are articulated well and incorporated, as far as possible at the design stage. Later, the same factors can be followed up through monitoring.

A. Global Perspective of Project Life Cycle

Cross-border, cross-cultural projects are increasing, requiring project managers to develop a global perspective. Companies will have to restructure to meet these global changes, requiring project managers to work with their counterparts in different countries. Global projects are affected by multiple stakeholders with differing interests and demands. Recently, there has been increased pressure for global projects to be more environmentally and socially responsible. [4]. A project creates a dynamic context for stakeholder management and stakeholder behavior because the project moves through different phases during its lifecycle. By adopting a lifecycle perspective on secondary stakeholders' behavior, projects develop a set of propositions that increase the understanding of the potential of secondary stakeholders to influence the project management's decision making during the different phases of the project lifecycle. Ultimately, a better understanding of secondary stakeholders' influence behavior during the project lifecycle enabling the use of more effective project stakeholder management approaches [5].

B. Local Perspective of Project Life Cycle

In Africa, project failures generate a cycle of rising expectations and unfulfilled promises. A lot of time, effort and resources are invested to put more innovation into practice. This shows the need to relook at projects performance with a view of identifying the right success measures for appropriate application. [6] notes that the problem to project failure lies with the traditional approach that shifts the project teams' focus away from the end result toward developing recommendations, new technologies, and partial solutions. The local community seems often to be excluded from communication plans and their inputs and needs remain not well perceived by project managers in the initiation phase of MPIC projects [7]. This can be related to the limited time spent on the front end of a project and the rush towards project approvals [8] which, in turn, prevents a solid stakeholder identification, classification and assessment strategy and the engagement of a broader range of stakeholders being in place.

C. Project Life Cycle in Kenya

In Kenya, public projects are characterized with low or poor completion and do not meet their objectives if they fail after a short time. In order to make the investment in public projects more effective, failure rates of these systems should be reduced. It has been observed that failure by communities and other stakeholders to take up ownership of public projects have plunged these projects into immense financial huddles threatening their completion and consequently to seize operations. Development aid to implement public projects to Kenya stood at \$1070m in 2015 and has been steadily rising since 2012, supporting several projects all geared towards development. Some of the projects have, however, been successful. However, little evidence is available on the true impact of projects on the lives of the poor in Kenya. In order to make the investment in public projects more effective, failure rates of systems should be reduced. Williams, (2013) observes that failure rate can only be tamed through effective project life cycle management of these projects by communities and other stakeholders. In fact, [9] report showed poor management system and limited demand are related

to low completion rates of public projects. An important factor for the completion of projects is the project life cycle management is intrinsic to the project's success. The level of project life cycle management determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs [10].

II. STATEMENT OF THE PROBLEM

Given the future-orientation of sustainability, a logical implication is to consider the full life-cycle of a project, from its conception to its disposal. When considering sustainability in project management, the total life cycle of the project (e.g. initiation-development-execution-testing-launch) should be taken into account. But not just the life-cycle of the project is relevant. The project will produce a result, being a change in assets, systems and behavior. This result, in her words: the asset, should also be considered over its full life cycle. And even another level further, also the life cycle of the product or service that the asset produces should be considered. Sustainability considerations in projects suggests that these three life cycles, the project life cycle, the asset life cycle and the product life cycle should be taken into account. The general insight however is that sustainability in projects suggests that also the supply chain of the project is considered. In other words, we should also consider the life cycle of whatever result the project realizes and also the life cycle of the resources used in realizing the result. Integrating the concept of sustainability in project management therefore stretches the systems boundaries of project management (Silvius, 2010). County governments are decentralization initiatives which receive funds from the central government and local revenue collection to each County for expenditure on recurrent and development projects intended to address particular community needs. A key feature of County Government is that Members of County Assembly (MCAs) typically exert a tremendous degree of control over how funds are allocated to development projects in various wards in Counties. Despite the variety of forms and approaches in allocation of funds to different Counties, disparities in financial allocation to various Counties. For instance, in 2013/2014 financial year Nairobi received the highest allocation at Ksh 9.9 billion, Turkana Ksh 7.9 billion, Meru Ksh.5.5 billion and Lamu County received the lowest allocation of Ksh 1.6 billion (Commission on Revenue Allocation, 2013). These funds are raised by the National Government and local revenue collections and disbursed at local level. At the county level, the funds are allocated per ward and MCAs have some degree of control over the allocation.

III. OBJECTIVE OF THE STUDY

The main objective of the study was to establish the role of project management life cycle on sustainability of Devolved System of Governance projects in Kenya.

Specifically, the study aimed at:

1. Establishing the role of project initiation on sustainability of Devolved System of Governance projects in Kenya.
2. Determining the role of project planning on sustainability of Devolved System of Governance projects in Kenya.

IV. THEORETICAL REVIEW

Project sustainability is a state where the target beneficiaries are able to take responsibility for ensuring people in the current and future generation are able to benefits from the projects by sustaining its outcome, processes, resources and human capacity. This study will be guided by sustainability theory, system Theory, and Contingency Theory.

A. Contingency Theory

Contingency theory was first put forward by Fred Fielder in early 1960s through what was referred to as contingency theory of effectiveness. Contingency theory is based on the premise that the outcome of any situation depends on the demands of the situation existing at that time. No project can be studied comprehensively without considering its context (Hanisch and Wald, 2012). Although the concept of contingency can be used in the sustainability of projects it has some challenges as highlighted by Hanisch and Wald (2012). The challenges relate to the loose and incoherent definitions of contingency factors, identification and analysis of a multitude of influencing factors and deficiencies in completeness of topics under contingency theories. The study considers the concept of contingency theory because of its assumption that the outcome of any situation is dependent on the circumstances existing at that particular time. However, the concept of contingency theory is used with caution because of its inability to deal with a multitude of factors affecting a particular outcome. This argument is consistent with those of Howell et al. (2010) who argued that contingency theory is narrowly applied to project management. However, among the existing theories, contingency theory was found to be more applicable to project sustainability.

B. System Theory

The discussion of sustainable development may be considered incomplete if it does not touch on system theory. System theory is one of the theories that has gained popularity in different fields. It has a background in science traced back to 1968. Though its origin is not clearly known many authors have linked it to Von Bertalanffy a biologist who used it as a basis for the field of study known as general system theory [11]. This involves analysis of multidisciplinary fields to understanding a problem. In his argument, this theory provided that any approach to problem solving including community development programmes one must consider the systematic thinking where one view any living entity as subject to Influence by many other factors from both inside and outside [2]. Understanding how a project itself operates is a system within other systems and this is crucial in approaching the issues of community capacity in managing a project [12]. Socio-Political, cultural, economic, technological and legal environment determine community development sustainability (CEC, 2001). In their journal, Beata et al indicates that systematic thinking on development is a contextual competence required by project management leaders and team and this is a support to the system theory. A system theory developed by Ludwig von Bertalanffy and others provides an analytical framework which can be used to describe some of the many factors involved in community development [13]. Some of the key concerns in community development, such as assessing power and influence, understanding the dynamics of intergroup relationships, and considering the changes involved in planning development activities, can be understood and described using System Theory.

C. Sustainability Theory

The concept sustainability can be traced back to 1970 and later popularized by world commission on environment development (WCED) a branch of United Nations. The concept is founded on economic theory known as theory of environmental limit whose brain child was Thomas Malthus. The argument in their theory is that resource in the environment that we live are finite (White, 1996 & WCED, 1997). In the WCED report namely our common future, the concept sustainable development and sustainability began to take shape and later became popular with environmental conservation. According to WCED, sustainable development is a development that meets the needs of current generation without compromising the ability of future generation to meet their own needs (WCED, 2007). In the context of this study therefore, the concept sustainability is about people being able to maintain and sustain the project or programme outcome by their own assets or resources while not compromising the needs of future generation. Sustainable development is a development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs and expectations [14],[15]. The need for sustainable development has become an issue in any part of the world. However, in order for one to know what is a sustainable development, knowledge of what is important for the viability of the systems and how that contributes to sustainable development is necessary. When assessing the community capacity in managing projects understanding sustainability issues is important. The capacity of a community to manage a project in itself is an indicator of sustainability.

V. CONCEPTUAL FRAMEWORK

A conceptual framework is a representation of the main concepts or variables under study and their presumed relationship with each other. It is a scheme of variables/concepts the researcher will operationalize in order to achieve the research objectives [16]. Figure I below shows the Conceptual Framework.

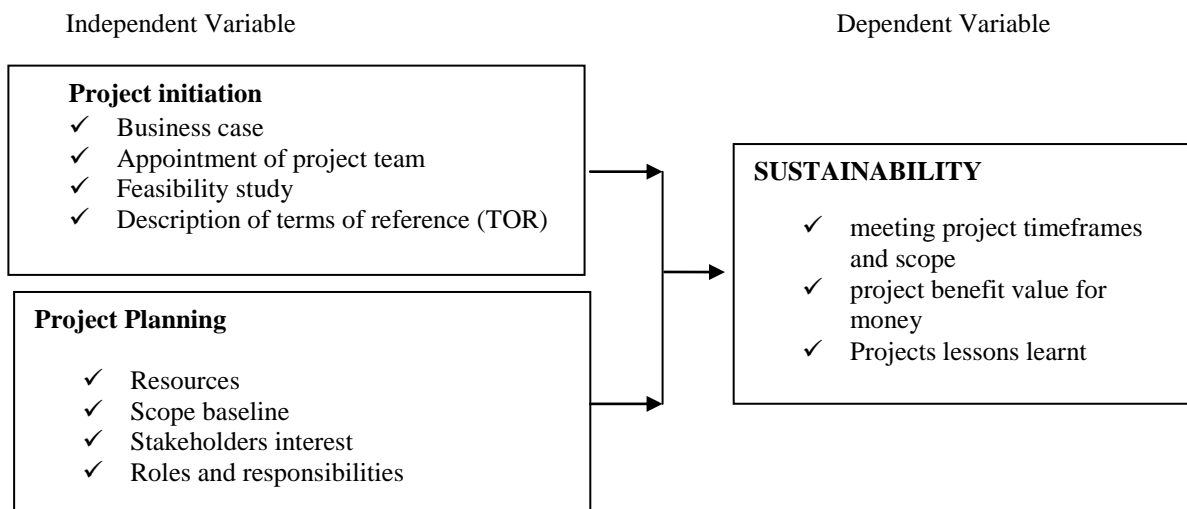


Figure I: Conceptual Framework

A. Project Initiation

To address the problem of projects ceasing to keep delivering the desired benefits once the project funding cycle is up, strategic measures must be taken by project planners early on in the project cycle starting with project identification [17]. As the planners start the process of project elimination, sustainability must be among the top themes. This calls for the project planners to identify the long-term benefits desired from the project. These are the fundamental benefits that the project must retain after funding is withdrawn for it to meet its overall objectives. At project inception, the project planning team has to highlight and put prominence on benefits that the private sector can offer. At project conception, the planning team has to assess the institutional context with the aim of selecting a project design with the greatest chance of gaining sustainability. Institutional context here will include social morals of the target community, the policy environment, political system and economic structure [18].

B. Project Planning

Project planning phase is vital in sustainability of any project and key decisions made at this phase should have considerations for the sustainability of project benefits beyond the funding period. The project designing team has to determine what benefits are desired from the project and what every key stakeholder expects from the project [18]. The idea at this stage is to cultivate conditions that allow for project benefit sustainability [17]. In a project, all facets at play including the beneficiaries, implementing organization, project objectives and means of distributing project benefits will play a vital role in sustainability of any community project. How all these are intermixed to acquire the desired results will depend a lot on project designing phase [17]. Project design phase has to lay emphasis on supporting critical factors for project benefit sustainability [17].

C. Sustainability

To understand approaches to project sustainability, it is important to visualize the project cycle. A standard community project follows these steps in a sequence: Project identification, design, implementation and finally evaluation. Sustainability should be incorporated at each of this stage's failure to which the eventual success of the project will be placed on a balance. Each stage is faced by different unique issues that a project manager must be aware of all the stages of the project cycle, it is during project conceptualization and identification that basic project outline is set meaning substantial impact on sustainability can be made in this stage [3]. Project planners have to recognize the diversity of the environment in which the project is hosted and appreciate the many dimensions that will affect outcomes of the project including policies, politics and weather among others. Thirdly, the planners must ensure the project conceptualized is environmentally fit. This means the project must be in a flowing agreement in terms of benefits and delivery institutions with the project environment including resources, structures and culture [2].

VI. RESEARCH METHODOLOGY

Descriptive research design was used in this study. Descriptive design was employed because it involves collection of information that demonstrates relationships and describe the world as it exists without manipulation of the variable. It involves collection of data in order to answer questions concerning the subjects in the study. The target population in the study was 154 Members of the County governments in Mount Kenya East (Meru, Embu, and Tharaka Nithi) consisting of, County Secretary, County Executive Committee Members (CECM), Chief Officers, Members of the County Assembly and Sub-County Census sampling was used where 154 respondents were administered with questionnaire. Questionnaires was the main tool for collecting data for the study.

VII. RESEARCH FINDINGS AND DISCUSSION

A. Response Rate

From a sample 110 respondents were administered with questionnaire in Mount Kenya East (Meru, Embu and Tharaka Nithi). Out of the 154 questionnaires administered only 125 were returned which represents 80.9% response rate. Greenfield and Greener opine that, a response rate of 75% is considered to be adequate for analysis, conclusions and making inferences in a given population. Russell [19] affirms that a response rate of 50% to be average while 60-70% is adequate, and anything above 70% is considered to be excellent. Thus, since the response rate was 80.9% then the it can be concluded that it was adequate to for analysis and drawing conclusions [20].

B. Descriptive Statistics

With the help of SPSS (26) the study analyzed the descriptive statistics which include frequencies, percentages, measure of central dispersion, and measure of central tendency of the study variables. The results are shown below

i) Status of Sustainability of Devolved System of Governance Projects in Kenya

The main objective of the study was to examine the role of Project Management Life Cycle on Sustainability of Devolved System of Governance Projects in Kenya. The results of the status of Sustainability of the Devolved System of Governance Projects in Kenya are shown in Table I below.

TABLE I: SUSTAINABILITY OF DEVOLVED SYSTEM OF GOVERNANCE PROJECTS IN KENYA.

Sustainability of Devolved System of Governance Projects	Mean	Std. De
The projects are completed within their project timelines.	3.64	1.120
The Project are completed within their scope.	3.91	1.044
The project provide value for money.	3.36	1.122
The projects provide lessons learnt for future similar projects.	3.18	0.874
There are tangible benefits witness in the projects after completion.	4.09	1.041
Average	3.636	1.039

Findings from Table I above show that Devolved System of Governance Projects in Kenya are completed within their timelines (Mean 3.64, Stdev 1.120). In a study done by [21] found due to the nature of climatic conditions of nothern Kenya, planing, implementation and timely completion of church funded projects was neagatively influenced and thus affecting their sustaianbility. Further, respondents also generally agreed that the projects are completed within their scope (Mean 3.91, Stdev 1.044). However, the findings did not provide significant evidence that the projects provided the value for money (Mean 3.36, Stdev 1.122). To add on that, there was no evidence of lessons learnt provided to future similar projects as shown by (mean 3.18, Stdev 0.874). Finally, the respondents agreed that there were tangible benefits seen after project completion (Mean 4.09, Stdev 1.041). According to PMI [1] there are numerous approaches to project continuity which included perceived benefits by the local community such as employment avenues and favourable market for its goods and services.

There was significance evidence of Project sustainability in projects undertaken by Devolved System of Governance in Kenya as shown by (Mean 3.636, Stdev 1.039). Project sustainability is a major challenge in many developing countries. Large number of projects implemented at huge costs often tend to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter. There are several factors that influence sustainability of projects. They include planning and design, well-coordinated implementation, and monitoring and evaluation techniques to refine weak areas as reinforcement is done on the effective areas [21]. While the trend with implementation is showing significant improvement, the trend with post implementation sustainability is rather disappointing increasingly, less projects are being sustained.

ii) Project Initiation

The first specific objective of the study was to establish the role of Project Initiation on Sustainability of Devolved System of Governance Projects in Kenya. Table II below shows the findings from the descriptive statistics.

TABLE II: PROJECT INITIATION AND SUSTAINABILITY OF PROJECTS

Project Initiation	Mean	Std. Dev
A thorough feasibility study is conducted during Initiation of the project to ensure all3.55 important details are captured.	3.55	1.214
There is need assessment at the initiation stage	3.18	1.286
All projects are initiated in consultations with stakeholders	3.00	1.414
Each department has a clear description of terms of references.	3.36	1.280
There is a well-documented business case that is developed and shared to project3.63 stakeholders.	3.63	1.362
Average	3.344	1.311

Respondents were requested to indicate their level of agreement on the various statements related to Project Initiation and Sustainability of Devolved System of Governance projects. From Table II above the study found that a thorough

feasibility study is conducted during Initiation of the project to ensure all important details are captured (Mean 3.55, Stdev 1.214). According to Albert (2008) [18]. In identification one project idea out of several is chosen and defined. Feasibility comprises tests for technical, commercial and financial viability, technical studies and investment appraisal plans are made [18]. Once the long-term benefits have been identified, the appropriate structure of a project will be put in place to ensure these benefits are realized. The project planning team has to identify project stakeholders and analyze the role and expectations of each from the project. The study findings however, did not provide significant evidence of a need assessment during the initiation stage as supported by a mean of 3.18 (Stdev 1.286). [22] suggest that during the project life cycle management, implementation of a project must be properly initiated by taking into account of all the activities such as need assessment, stakeholder involvement for better performance and sustainable community managed water supply project which by creating a demand driven, that the implementing agency provide an enabling environment, and that beneficiaries be legally empowered to assume ownership and responsibility for the completed systems which plays a critical role for planning, execution and determines the end result of the entire project [22]. The concerns of the key stakeholders have to influence project conception. The needs and requirements of both primary and secondary project stakeholders is recognized as an essential element to achieve better project performance [23] .

The study also did not provide evidence to suggest that the projects were initiated in consultation with project stakeholders as shown by the mean of 3.00 (Stdev 1.414). Participation at every level of the project is vital for project sustainability [23]. The project manager should ensure that all key stakeholders participate in the evaluation of the project. The participation of the beneficiaries and the community especially helps the evaluator have a good picture of how the project in a larger institutional context. When these stakeholders are involved in project evaluation, their worries are looked at and this allows for more appreciation of the project and more accountability. Further, the respondents were not convinced that each department had a clear description of terms of references as indicated by a mean of 3.36 (Stdev 1.280). Majority of the respondents agreed that the business case was well documented and developed and is also shared to project stakeholders as indicated by a mean of 3.63 (Stdev 1.362). The stakeholders relied upon by the project may also have their own agenda and preferences for participating in the project. The relationships to the project by these stakeholders can vary from very supportive to antagonistic, but depending on their field of influence, must be considered and managed [24]. By welcoming stakeholders in development of the business case demonstrates the willingness to collaborate, establishing communication as well as encouraging diverse perspectives of thinking which in turn leads to better quality and support hence the project will get off the ground and more fruitful collaboration during its' implementation [25]. From the average of 3.344, the study did not provide significant evidence to explain the role Project Initiation on the Sustainability of projects undertaken by the Devolved System of Governance. The initiation phase of the life cycle of public projects plays a critical role for planning, execution and determines the end result of the entire project. The purpose of the initiation phase is to determine if sufficient demand exists for the project and to begin collecting the necessary background information for project development. According to the UN Economic and Social Council Commission on Sustainable Development (2006), in promoting and facilitating sustainable public projects and Management projects, it is paramount to promote initiation phase inclusively and properly by accommodating all stakeholders to enhance social stability and adaptability to environmental change, raise awareness, and to build human and institutional capacity especially for completion of the projects to meet the desired targets and results.

iii) Project Planning

The second specific objective was to determine the role of Project Planning on the Sustainability of Devolved System of Governance Projects. The findings from the descriptive statistics are presented on Table III below.

TABLE III: PROJECT PLANNING AND SUSTAINABILITY OF PROJECTS

Project Planning	Mean	Std. Dev
The organization has clearly defined the project scope to the project team members.	3.91	0.944
Project resources are properly allocated during the planning phase of the project.	3.00	1.265
All the staffs working on the projects are involved during planning	3.64	1.433
All project team members are involved in project planning	3.00	1.183
The organization has flexible schedules that help team members to balance their work	3.36	1.120
Each department has procurement plans that help in the allocation of project resources.	4.00	1.414
Average	3.485	1.223

In attempt to determine the role of Project Planning on the Sustainability of Devolved System of Governance Projects the study found that majority of the respondents were in agreement that the project scope was clearly defined to the project team as opined by the mean of 3.91 (Stdev 0.944). There was consistency of opinion as the Stdev 0.944 < 1.223 the

average. The purpose of project planning is to define each major task, estimate the time and resources required, and provide a framework for management review and control [2]. The design team has to specify the benefits they want the project to sustain after the funding life as well as identify the factors that will threaten sustainability. This will entail the designers identifying the support necessary to allow continuity of the project benefits and create a structure that allows for this continuity [3]. Project planners have to recognize the diversity of the environment in which the project is hosted and appreciate the many dimensions that will affect outcomes of the project including policies, politics and weather among others.

However, majority of the members were undecided on whether the projects resources were properly allocated during planning phase of the projects as indicated by the mean of 3.00 (Stdev 1.265) though the opinion of the respondents was not consistence as the Stdev (1.265>1.223) slightly above. It can be said that in project management during planning stage, resource allocation ensures creation of a plan that helps in achieving future goals. In effective resource allocation affects the objectives of the project and so is sustainability [26]. Majority of the respondents agreed even though there was inconsistency in the responses that the all the staff working on the projects were involved during planning as indicated by mean 3.64 (Stdev 1.433>1.233) though the study did not find significant evidence that all the project team members were involved in planning of the project with a mean of 3.00 (Stdev 1.183). According to [1] high involvement of project stakeholders in planning process helps to ensure better project outcomes and also develops the sense of belongingness. Failure to plan adequately greatly influences the likelihood of project accomplish its objectives. [27] found that stakeholder’s participation in project planning significantly influenced the completion of urban road infrastructure projects in Kenya. Further, they recommend development of guiding policy to detail the importance of stakeholders’ participation in road construction life cycle in order to deal with challenges in implementation of projects [27].

The study also found that majority of the respondents agreed that each department had procurement plans that ensured effective allocation of project resources as indicated by a mean of 4.00 (Stdev 1.414). However, no significant evidence was found to suggest that there were flexible schedules that help team members to balance their work with a mean of 3.36 (Stdev 1.120).[26] opine that the importance of resource allocation planning is to create a clear picture on the amount of the work that needs to be done and also help to schedule ahead in the teams’ progress as well as allocating the time to every project team member. With a general mean of 3.485, the study found some slight significant evidence to explain the role Project Planning on the Sustainability of Devolved System of Governance projects. Project planning phase is vital in sustainability of any project and key decisions made at this phase should have considerations for the sustainability of project benefits beyond the funding period. The project designing team has to determine what benefits are desired from the project and what every key stakeholder expects from the project [2]. The way a given project is planned and implemented have significant influence on the long-term sustainability. Strengthening of stakeholders’ plan and managing actions that will occur helps to ensure long lasting impact on the communities served [21].

C. Inferential Statistics

Inferential statistics in the current study focused on Correlation, Analysis of Variance (ANOVA) and regression analysis.

i). Correlation Test

Correlation analysis was used to determine the magnitude, significance, and direction of the relationship. Pearson correlation analysis (r) was used to determine the strength of association between independent variables. Table IV below shows the results.

TABLE IV: CORRELATION MATRIX

		Project Sustainability	Project Initiation	Project Planning
Project Sustainability	Pearson Correlation	1	.793*	.579*
	Sig. (2-tailed)		.041	.032
	N	89	89	89
Project Initiation	Pearson Correlation	.793*	1	-.035
	Sig. (2-tailed)	.041		.918
	N	89	89	89
Project Planning	Pearson Correlation	.579*	-.035	1
	Sig. (2-tailed)	.032	.918	
	N	89	89	89
	N	89	89	89

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

The findings from Table IV above indicate that Project Initiation has a positive significant relationship with Project Sustainability in Devolved System of Governance ($P = 0.041 < 0.05$, $r = 0.793$), the predictor variable also has a slightly strong magnitude where the Pearson correlation factor (r) is 0.793 nears the threshold of +1. Project Planning has a positive significant relationship with Project Sustainability in Devolved System of Governance, ($P = 0.032 < 0.05$, $r = 0.579$), the predictor variable also has a moderate strong magnitude where the Pearson correlation factor (r) is 0.579 nears the threshold of +1. The findings are in line with [21] who found that Project Planning positively influenced sustainability of church funded projects. According to [3] Project planning phase is vital in sustainability of any project and key decisions made at this phase should have considerations for the sustainability of project benefits beyond the funding period.

ii). ANOVA

The ANOVA was used to determine whether the model was a good fit for the data. The p-value of the F- ratio generated should be less than 0.05 for the equation to be statistically significant at 5% level of significance. If the p value is greater than that, then the equation is not statistically significant. For the individual variables, p values of coefficient generated in the regression analysis must be less than 0.05 for their relationship to be concludes significant at 5% level of significance [28]. From Table V below the p-value = 0.34 < 0.05 this implies that the predictor variables a robust and significant in explaining the Sustainability of Projects in Devolved System of Governance in Kenya.

TABLE V: ANOVA TEST

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	138.472	4	34.618	42.717	.034 ^b
	Residual	68.074	84	0.8104		
	Total	206.546	88			

a. Dependent Variable: Project Sustainability

b. Predictors: (Constant), Project Initiation, Project Planning, Project Execution, and Project Closure.

iii). Regression Analysis

Multiple regression analysis was preferred for this study because the dependent variable was used to test significance of the independent variables. The goal of analysis for using this model was to find the best fitting and most parsimonious reasonable model to describe the relationship between the variables [28]. Table VI below shows the value for the coefficients.

TABLE VI: REGRESSION RESULTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.384	5.177		4.130	.006
Project Initiation (PI)	.152	.180	.228	.843	.043
Project Planning (PP)	.607	.159	.792	3.820	.009

a. Dependent Variable: Sustainability of Projects in Devolved System of Governance in Kenya

From Table VI above Project Initiation p-value (0.043) and Project Planning p-value (0.009). All the predictor variables had their p-values less than the threshold of 0.05, this implies that they are significant in the model. The beta coefficients of the variables were: Project Initiation ($\beta = 0.152$) and Project Planning ($\beta = 0.607$).

VIII. CONCLUSION

The study concludes that Project Life Cycle has a positive significant role on the sustainability of Devolved System of Governance projects in Kenya. The study found that Project Initiation has a positive role on the sustainability of Devolved System of Governance projects in Kenya. The study found that a thorough feasibility study is conducted during Initiation of the project to ensure all important details are captured. The business case was found to be well documented and developed and later shared to project stakeholders. As for the second objective Project Planning was found to have significant positive relationship with the sustainability of Devolved System of Governance projects in Kenya. The project

scope was found to be clearly defined to the project team. In addition, the staff were involved during planning of the project. The study also found that project resources were effectively allocated since each department had a procurement plan. During Project Initiation, need assessment should be done and all the stakeholders consulted. There should also be clear term of references for department involved in projects. The projects should also continue to have well documented business case to ensure the objectives of the projects are clear and thus be able to assess the sustainability of the projects. Project Planning is a crucial stage in ensuring the success of the project and also successful implementation of the project. sustainability of the project is affected by the project is planned as from inception till project closure. Involvement and engagement of project stakeholders is crucial to ensure sustainability is achieved. Documentation from Monitoring and Evaluation should be clearly done in order to capture the performance of the project. project should be well monitored and the performance indicators need to be clear. The study also recommends of quality standards to be clear and during implementation the standards should be met to help ensure there is sustainability. it is important to have clear objectives of the study to assist in monitoring and evaluation of the project. the Project Management Life Cycle is vital for sustainability of projects thus, each stage need to effectively done.

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