

EFFECTS OF STRATEGIC PARTNERSHIP OF COMMUNITY BASED PROJECTS IN TRANS NZOIA COUNTY

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Abstract: This project examined effects of strategic partnership on sustainability of community based projects in Trans Nzoia County. Community based projects have in the past enjoyed heavy funding from international aid agencies, private and public sector donors and resources from corporate social responsibilities. Most projects have however not been sustainable beyond the donor funding period. They instead increasingly faced with decreasing donor funding, donor fatigue and general concern by civil society organizations and other concerned stakeholders to invest in sustainable community based projects. To qualify for funding, organizations are required to demonstrate sustainability of community based projects a prerequisite to receiving funding for community based project. Elements and approaches and that constitute sustainable community based project are however not readily available or demonstrated to contribute to knowledge in this, project was guided by the following research objectives: To determine the effect of funding on community based projects sustainability; to evaluate the effect of stakeholder involvement on community based project sustainability; to examine the effect of training on community based project sustainability and to identify the effect of subsidies on community based projects sustainability in Trans Nzoia County. The project adopted Jabareen theoretical framework of sustainable development and the strategic partnerships Pluralistic approach coined by Blanco, that draws its assumptions from different disciplines and theoretical frameworks of strategic partnerships such as the Philosophy of Language, Pragmatics, Positioning Theory, the English School of International Relations and Social Constructivism. Theory asserts that strategic partnership is a cooperation of various actors that are willing to pull synergies, share common values in order to reach common goals. The project utilized stratified sampling technique to identify respondents into their respective strata or departments. Thereafter, each stratum was subjected to simple random sampling that got the respective sample frame who participated in the study. A sample of 150 respondents was randomly selected; made up of top, middle and lower level employees from 50 civil society organizations running community based projects in Trans Nzoia County. The project used structured questionnaires with closed ended questions due to its ease in administration, analysis and time constraints; data processing and analysis involved several stages that included data clean-up and explanation. Data clean-up involved editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. The project findings revealed that funding, stakeholder involvement, training and subsidies play significant role on sustainability of community based projects in Trans Nzoia County. That civil society organization, national and county governments departments involved in community based projects recognize that strategic partnerships play an important role in community based projects sustainability. This project examined effects of funding, stakeholders' involvement, training and subsidies on sustainability of community based projects in Trans Nzoia County.

Keywords: Community based project, Funding, Stakeholder involvement, training and Subsidies.

I. INTRODUCTION

Background of the study:

Global perspective on strategic partnership on sustainability of community based projects.

Used for the first time in 1998 by the European Council, the “strategic partnership” concept supposes the strategies that the European Union would use to reach common objectives with certain states in various regions of the world, which would support its political agenda and promote global or local cooperation. At the base of strategic partnerships, we can find the use of an older concept in a new context, namely “strategic partner”. This expression firstly used within the EU in 1998, as a conclusion of the European Council, which reaffirmed “Russia’s importance as strategic partner of the Union”. The objective was to “deepen the strategic partnership between Russia and the European Union”, according to Article 12.3 of the Amsterdam Treaty, which stipulated that “the European Council will decide upon the common strategies to be implemented by the Union in the areas where member states have important common interests”. The common interest is related to development and sustainability of their different interests of development, security among other common goals that bring them together. From the economic point of view, Sellgren (1990) defines the partnership as a plan that necessitates the implication or the financing by more entities. Bennet and Krebs (1994) also emphasize the common goals of the sides and define the partnership as the cooperation of various factors that are willing to cooperate, in order to reach common goals over the long run. De Wilde and Pellon (2006) claim that “the strategic partnership between the European Union and the Russian Federation represents a real challenge from the perspective of common values”, which seems to suggest that common values are a needful element within the relations defined as strategic partnerships.

Regional perspective on strategic partnership on sustainability of community based projects.

In Africa, nations, civil societies and private sectors have established strategic partnerships in order to complement each other in areas of trade, security, health and development. IFAD (2007) defined sustainability as ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project. In order to effectively operationalize the concept of sustainability, community based projects must move beyond the current focus on institutions to take a number of other dimensions of sustainability into account. Community project sustainability is a critical challenge especially for African countries and local development agencies. It is not possible to claim lasting impact in terms of rural poverty reduction without ensuring this aspect of development. The IFAD Strategic Framework 2007-2010 for example, establishes sustainability as one of IFAD’s key concerns. While there have been significant improvements in the sustainability in community based projects, this issue still remains a major challenge.

Local perspective on strategic partnership on sustainability of community based projects.

Kenya, in many ways is organizations private, public and civil societies are increasingly embracing strategic partnerships of their projects for sustainability. Yu, (2016) views strategic partnership as a broad, stable and trustful multidimensional engagement between all involved institutions that covers many departments and various levels, it covers a structural level of cooperation. It is joint undertaking of a diverse range of activities in research, teaching and administration financially supported by the government or national agencies with aim of mutual benefit. This can be seen in efforts such as formed consortiums and partnerships engaged by the Kenyatta and Moi Teaching and Referral Hospitals (KNH) and (MTRH) that have realizing growth and quality sustainable healthcare and research through partnerships with health related research institutions and the global donor communities as envisioned in their strategic plans. Kenyatta National Hospital being at the apex of the national referral system is guided in its planning, development and provision of health care services by the national and sectorial policies on health, including Kenya Vision 2030, the Constitution, Kenya Health Policy 2012-2030, Kenya Health Sector Strategic and Investment Plan 2012-2017 and global policies such as the Millennium Development Goals, among others which will be sustainably realized through partnerships. Among established partners is he Kenya Cancer Association that launched a Patients Feeding Program for cancer out-patients receiving treatment at the Kenyatta National Hospital (KNH) Cancer Center Oncology Ward GFC. The feeding program targets more than 500 patients every month (Kencan 2016). The AMPATH Centre is connected to MTRH and the staff work very closely together. Students from Moi University School of Medicine learn at this hospital, and students and residents from the AMPATH Consortium institutions are also often found on the wards learning from and teaching their Kenyan counterparts.

In Trans Nzoia county, the Trans Nzoia County Referral Hospital has realized growth and benefitted from entering into partnership with AMPATH, Handicap International among other organizations that has resulted in establishment of HIV/AIDS comprehensive service center, non-communicable diseases units, Gender Recovery Centre, laboratory equipment and supplies among other supported projects that have seen to growth and sustainability of services at the hospital. The proposed study findings and recommendations will be of interest to policy makers, development practitioners, donors, academics and civil society, and will enrich our understanding of the various dimensions of community based project sustainability.

Statement of the problem:

Community based projects have in the past enjoyed heavy funding from the donor community as well as investments in community projects by non-governmental organizations both local and international. Other civil society organizations and faith based organizations have invested heavily in community based projects in Trans Nzoia County. However, many of these investments and donor funding to community based organizations have not survived beyond the donor funding period. Donor fatigue and the general concern of civil society organizations to invest in sustainable community based projects are increasing. It is becoming a requirement that organizations demonstrate sustainability of community based projects before receiving any funding. County government community based projects are also getting concerned over sustainability of projects in Trans Nzoia County. The ingredients that constitute sustainable community based project are however not well demonstrated. This project sought to provide insight into aspects in strategic partnerships that influence community based projects sustainability.

General objective:

The general objective of the study was to determine the effects of strategic partnership on sustainability of community based projects in Trans Nzoia County.

Specific objectives:

- i. To determine the effect of funding on community based projects sustainability in Trans Nzoia County.
- ii. To evaluate the effect of stakeholder involvement on community based project sustainability in Trans Nzoia County.
- iii. To examine the effect of training on community based project sustainability in Trans Nzoia County.
- iv. To identify the effect of subsidies on community based projects sustainability in Trans Nzoia County.

Research questions:

- i. Does funding have a significant effect on community based projects sustainability?
- ii. To what extent does stakeholders' involvement affect sustainability of community based projects?
- iii. Does training have significant effect on sustainability of community based projects?
- iv. How do subsidies affect community based projects sustainability?

Research hypothesis:

H0₁. Funding does not have a significant effect on community based project sustainability in Trans Nzoia County.

H0₂. Stakeholder's involvement does not have a significant effect on community based project Sustainability in Trans Nzoia County.

H0₃. Training does not have a significant effect on community based project sustainability in Trans Nzoia County.

H0₄. Subsidies do not have a significant effect on sustainability of community based project in Trans Nzoia County.

Justification and Significance of the study:

This study was aimed at providing input to managers, directors, civil society organizations, the government and citizens on importance of developing strategic partnerships for the community based projects in order to realize long term,

resilient and sustainable community projects. Local national Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Faith Based Organizations (FBOs) among other civil society organizations working at the grassroots level with the communities will benefit from findings of the study. The Government, especially County government development officers will find the outcome useful in their project management role of engaging community based sustainable projects. The donor communities are increasingly concerned on sustainability of proposed projects long after funding period. This in a number of cases has unfortunately not been realized. The study findings are intended to contribute to providing a reference point on guidance to sustainability of community projects that the donors intend to fund. The study findings are intended to benefit citizens, especially community beneficiaries of projects with information that can be positively utilized through the increasing community involvement and citizen's participation arena.

Scope of the study:

This study focused on registered local civil society organizations having community based projects in Trans Nzoia County over the last five years. The study sampled youth- friendly community based projects working in adolescent sexual reproductive health projects in Trans Nzoia County.

2. LITERATURE REVIEW

Introduction:

This chapter provides a review of the past theoretical and empirical research related to the study. The literature explores existing literatures covered by other researchers on the effects of partnerships on community based projects sustainability. It includes the influence of funding, stakeholder's involvement, training and subsidies on sustainability of community based projects, critique and identify the existing research gaps.

Theoretical Framework:

Theory of the firm:

The theory of the firm consists of a number of economic theories that explain and predict the nature of the firm, company, or corporation, including its existence, behavior, structure, and relationship to the market. A number of major attempts have been made during recent years to construct a theory of the firm by substituting other models for profit or value maximization, with each attempt motivated by a conviction that the latter is inadequate to explain managerial behavior in large corporations. Some of these reformulation attempts have rejected the fundamental principle of maximizing behavior as well as rejecting the more specific profit-maximizing model (Jensen and Mecklin, 1979).

Stakeholder theory:

Over the years, stakeholder theory evolved from a pure "theory of the firm" (Jones and Wicks, 1999) into a more comprehensive and diverse research tradition, addressing the overall stakeholder relationship as a multifaceted, multi objective, complex phenomenon as viewed from various perspectives (Harrison and Freeman, 1999).

When stakeholder theorists step out of the extensive corporate perspective, they approach SRM either from a stakeholder or from a particular concept's perspective. The SD-SRM perspective, focusing on stakeholder issues from the vantage point of SD, clearly fits into what Steurer (2005) refers to as a conceptual perspective of stakeholder theory.

Corporate perspective:

Corporate perspective of SRM is corporate-centric as it deals with how corporations interact with stakeholders in order to secure important resources provided by them (Frooman, 1999). Freeman (1984) founded modern stakeholder theory in the context of (corporate) strategic management. He illustrated his influential notion of stakeholder theory with the so-called "hub-and-spoke" stakeholder model, depicting corporations as the hub of a wheel and stakeholders at the ends of spokes around the wheel.

Conceptual perspective:

Stakeholder theorists sometimes approach SRM neither from a corporate nor from a stakeholder perspective, but from a particular concept's vantage point. Here scholars often search for common moral or theoretical ground of a certain concept on the one hand and SRM on the other. Others explore the ways in which SRM supports a certain concept or vice versa (Steurer, 2005).

The SD–SRM perspective:

The SD–SRM stakeholder theory approaches stakeholder involvement concept from the perspective of sustainable development (Konrad et al, 2005). In one of his latest definitions Freeman (2004) defines stakeholders as those groups who are vital to the survival and success of the corporation, and that Stakeholders may bring an action against the directors for failure to perform the required duty of care.

Normative Stakeholder theory:

All the mentioned thoughts and principles of the stakeholder concept are known as normative stakeholder theory in literature. It contains theories of how managers or stakeholders should act and view the purpose of organization, based on some ethical principle (Friedman 2006).

Descriptive stakeholder theory:

This is concerned with how managers and stakeholders actually behave and how they view their actions and roles. The instrumental stakeholder theory deals with how managers should act if they want to favor and work for their own interests. In some literature the own interest is conceived as the interests of the organization, which is usually to maximize profit or to maximize shareholder value. This means if managers treat stakeholders in line with the stakeholder concept the organization will be more successful in the long run (Freeman, 2004).

Strategic partnership pluralistic concept:

There are a large number of hypotheses that support the definitions of the term “partnership”. First, the potential of association or coordination of activities in a certain form, in order for the whole to be stronger than the parts, and secondly, the partnership implies both the conceiving and the implementation of one or more strategies, project series or activities, despite the fact that the parts can be equally or differently involved within different stages of the projects

‘Strategic partnership’ can be assessed by way of a two-level approach. Systemic approach: Explains how ‘strategic partnership’ is integrated in the process of conceptualization of the parties involved. Interaction approach: Strategic partnership comes as a result of interaction between units. Pluralistic approach: Coined by Blanco, (2015) strategic partnership in international politics, asserts that Pluralistic is a language-based methodological approach to understand strategic partnership in international politics. It draws on assumptions of different disciplines and theoretical frameworks, such as the Philosophy of Language, Pragmatics, Positioning Theory, the English School of International Relations and Social Constructivism.

This is the first attempt at combining assumptions from the Philosophy of Language, Social Psychology and International Relations Theory into a coherent pluralistic framework to assess the uses and meanings of ‘strategic partnership’ in international politics (Blanco, 2015).

Blanco, (2015) claim that ‘strategic partnership’ is a language that allows international political actors to act upon each other, to constitute a cooperative framework of bilateral interaction without fixating their terms of engagement. The relationship can focus on trade, security, political dialogue, development activities among other. Further, partner’s framework of cooperation can be changed by those involved according to prevailing circumstances, identification of new common interests and necessity to modify the rules of engagement. Through the language of ‘strategic partnership’, meaningful cooperation is possible even in scenarios where there is disagreement and lack of mutual trust. This, Blanco observes, by itself has important implications for the consolidation of the global international society as seen by European Union (EU), the United States (US) and their partners make a consistent use of this expression to frame a number of bilateral relationships.

One of the strategic partners can act against set rules with practices perceived by the other strategic partner as a betrayal of the ‘spirit of strategic partnership’. This ‘act of aggression’ or break of a rule, will or will not be taken as the end line of the ‘strategic partnership’ by those involved (Blanco, 2015).

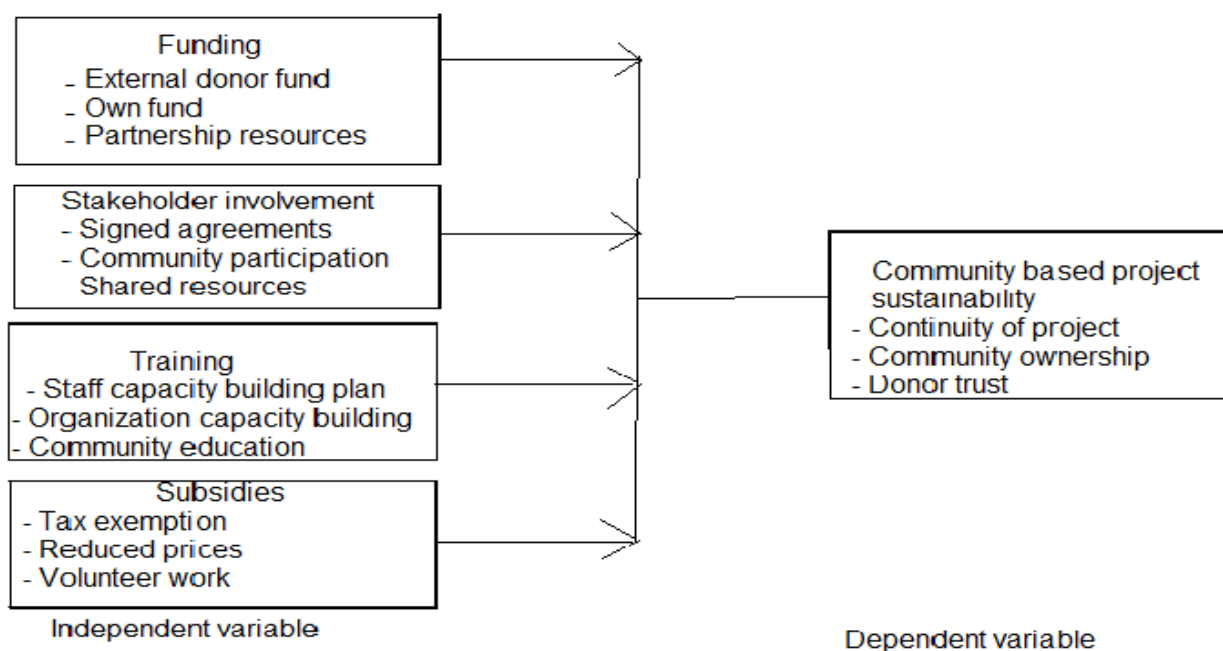
The Jabareen theoretical framework of sustainable development:

The conceptual analysis identifies seven concepts which together synthesize and assemble the theoretical framework of ‘sustainable development’. Jabareen (2006) argues that each concept interwoven and represents distinctive meanings and aspects of the theoretical foundations of sustainability. The concept of ethical paradox rests at the heart of his framework,

articulating the paradox between ‘sustainability’ and ‘development’ in terms of ethics. Therefore, the theoretical framework of sustainable development is based on the unresolved and fluid paradox of sustainability, which as such can simultaneously inhabit different and contradictory environmental ideologies and practices.

The concept of natural capital represents the material aspect of the theoretical world of sustainability. Jabareen, (2006) in this theoretical framework asserts that natural capital represents the environmental and natural resource assets of development and preservation. Furthermore, the theoretical framework of sustainability advocates keeping the natural capital constant for the benefit of future generations. The concept of equity represents the social aspects of SD. It encompasses different concepts such as environmental, social and economic justice, social equity, quality of life, freedom, democracy, participation and empowerment. Pearce broadly views sustainability as a matter of distributional equity. It is about sharing the capacity for well-being between current and future generations of people. The concept of eco-form represents the ecologically-desired form of urban spaces and communities. This concept represents the desired spatial form of human habitats: cities, villages and neighborhood. ‘Sustainable’ design aims to create eco-forms, which are energy efficient and designed for long life. Its common principles could be explained through the concept of ‘time-space-energy compression’, which requires reductions in time and space in order to reduce energy usage. The concept of integrative management represents the integrative and holistic view of the aspects of social development, economic growth and environmental protection. According to the theoretical world of sustainability, the integration of environmental, social, and economic concerns in planning and management for SD is essential. It is believed that in order to achieve ecological integrity, i.e. to preserve the natural capital stock, we need integrative and holistic approaches to management. The concept political global agenda represents a new worldwide political environmental discourse reconstituted around the ideas of sustainability. Since the Rio Summit, this discourse has extended beyond purely ecological concepts to include various international issues, such as security, peace, trade, heritage, hunger, shelter, and other basic services. However, the concept reflects deep political disputes between Northern and Southern countries, where the North demands ‘no development without sustainability’ and the South demands ‘no sustainability without development’. The concept of utopianism represents visions for the human habitats based on SD. Generally, such utopias envision a perfect society in which justice prevails, the people are perfectly content, the people live and flourish in harmony with nature, and life moves along smoothly, without abuses or shortages. This utopia transcends the primary ecological concerns of sustainability to incorporate political and social concepts such as solidarity, spirituality, and the equal allocation of resources.

Conceptual framework:



Review of variables:**Effects of funding on community based project sustainability:**

For non profit organizations, securing and sustaining funding is essential to survival. Many nonprofit managers see government funding as ideal because of its perceived security (Froelich, 1999). Weisbrod (1977) suggested that non-profit activity in many cases could be viewed as extra-governmental provision of public goods, financed by voluntary contributions from individuals dissatisfied with the prevailing level of state provision. Registered organizations running community based projects are charitable. They derive funding from donor communities and private companies that are increasingly unpredictable, inconsistent, unreliable and most times short term grants. Community based projects benefits significantly from implicit subsidies such as volunteer-labor contributions and below-market price service provision. Despite these features, they are characterized by continual financial difficulties for most of its projects (Hansmann, 1980). According to Hansmann (1980), an organization may be considered non-profit if, after wages and other expenses have been deducted from its revenue; it is legally prohibited from distributing any resultant net earnings to controlling persons such as managers, directors, trustees and so forth. Under this non-distribution constraint, as Hansmann terms it, there can be no share capital or any other means of associating control with pure profits distribution, thereby distinguishing non-profits from profitable companies and co-operative forms of enterprise.

Within the private non-profit sector, some further classification is possible in terms of both funding sources and governance structures (Hansmann, 1980). Using the funding criterion, private non-profits can be divided into "commercial" and "donative" categories, where commercial non-profits are those supported chiefly by sales income and donative non-profits are those benefiting from substantial non-market support in the form of donations, government grants and volunteer labor among other. Using the governance criterion, one can distinguish between "mutual" and "entrepreneurial" non-profits. Mutual non-profits are ultimately controlled by their patrons, be they individual donors or customers or funding agencies, through voting rights or other means. Entrepreneurial non-profits on the contrary, are relatively not affected by formal patron influence, typically having centralized decision-making structures and or self-perpetuating boards of directors.

Effect of stakeholder involvement on community based projects sustainability:

The traditional definition of a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman 1984). Freeman in his book "Strategic Management: A Stakeholder Approach" established Stakeholder Relations Management (SRM) as a popular research field shifting focus from Corporate Social Responsibility (CSR). Today, CSR is often linked to the study of stakeholder relations. While CSR describes the relationship between business and the larger society SRM is about actually managing business-society relations in a strategic way (Snider et al, 2003). Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and view points. Non-governmental organizations (NGOs), managers, regulators, media, business and policymakers should thus try to implement, in one way or another, these stakeholder concepts. On one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stockholder's agent to ensure the survival of the firm to safeguard the long term stakes of each group (Friedman 2006).

Effects of Training on community based projects sustainability:

According to DeSario et. al. (1994), training "refers to learning experiences designed to enhance the short-term and or long-term job performance of individual employees". In this respect, training is viewed as part of an on-going developmental process. Training needs to be linked with the organizational mission (Eurich, 1985; Fischer, 1989; Latham, 1988; Miller, 1989). So, when governments or community based projects plan their training activities, they need provide the link with the organizational mission and local budget and implementation. Some authors suggest considering training as investment decisions (Eurich, 1985), and they should be made after careful consideration. Training activities should therefore be examined from the perspective of their ability to influence individual job performance, rather than isolated experiences that may or may not contribute to the organization's success.

McGehee and Thayer (1961) are usually regarded as the authors of the first textbook on training in organizations. They suggested a three-fold approach to determine the types of training and development experiences that should be implemented, including organizational analyses, task analyses, and person analyses. Accordingly, organizational analyses focus on the organization's ability to support training. Task analyses focus on the knowledge, skills, abilities, and other personal characteristics required to perform the agency's task. Person analyses focus on the needs of the individual, identifying personal characteristics possessed by the particular individual. There are two basic questions must be addresses in the design of training activities. The first is the question of how a given course should be delivered. Who should participate? Where the course should be held? What types of learning tools should be used in the program? A second question is the creation of a learning experience that improves the transfer of knowledge. It is not enough for the trainees to learn; they must be able and willing to see new abilities on their job. From the field of adult education, it is well known that adults are learning differently than children. First of all, adults have to know why they should learn something. Thus, employees need to see training experiences as relevant to their current work environment. Second, trainees need to be self-directed; they should be active participants in the learning process. Third, both trainees and trainers must recognize that adult employees have a greater volume and different quality of experience than youth.

Training accompanies all project components. Courses participants are deputies of cities and village councils, employees of city and village councils, partnerships of housing owners. Urban Institute training courses are conducted in an interactive regime and are aimed at their participants receiving specific knowledge and obtaining practical skills within the framework of performed by them functions. The needs in education are determined in the course of joint activity with local governments. Training materials are drafted with regard to specific peculiarities of each community. Urban Institute conducts the following training courses: The Village faces many barriers to providing the training needed and wanted by city employees. The largest barrier is finances. Simply stated, the Village government operates with too few funds for its basic needs. It faces large demands for services – demands that far exceed resources. In this situation, it is difficult to justify substantial expenditures on training. Thus, at present, training is possible only when highly subsidized.

Effects of subsidies on community based project sustainability:

Subsidies can be used to achieve domestic policy objectives. Johnson (1965) argue that when taxation does not result in large distortions, a subsidy policy may be a tool that government can use to address market imperfections (such as externalities) that lead to domestic under-production. This is preferable to an import tariff which has a similar boosting effect on domestic production, but has the cost of distorting consumption. However, a combination of tariffs and subsidies may be the best way to address a domestic market failure (Bagwell and Staiger2002). Further, Bagwell and Straiger (2006) observe that subsidy agreement needs to strike a balance between governments' discretion in using domestic subsidies to address market distortions and the need to limit governments' flexibility as a means to secure market access. They hold that Agreements that are too permissive with respect to subsidies can be self-defeating. But agreements that are too strict will be unappealing to governments with justifiable domestic public policy objectives. Within the framework of the standard approach to trade agreements, Bagwell and Staiger (2006) show that subsidy rules that are too restrictive could have an alarming effect on trade negotiations. Horn et al (2010) in their model, argue that the trade agreement is an endogenously incomplete contract and governments choose what policy domain they intend to regulate in the agreement. This framework stresses that instrument substitutability between tariffs and subsidies may affect the efficient design of an agreement.

Amegashie, (2006) was concerned with The World Bank policy prescription to developing countries on the removal of subsidies on agriculture, health, education, petroleum, among other products with a view to enhance economic performance that this move will have adverse effects on the poor in these countries and lead to political agitation. In his argument against removal of subsidies by World Bank, Amegashie acknowledge that price is a measure of how society or economic agents value a commodity, the value that society places on an additional quantity exceeds the cost. He argues that therefore, economic welfare increases if quantity is increased when the economy is below the competitive equilibrium quantity. However, if the market is in a perfectly competitive equilibrium, then a subsidy, by reducing the price of the commodity, increases consumption of the commodity beyond the equilibrium competitive quantity. But since departures from the competitive equilibrium reduce social welfare, the subsidy is not desirable. The World Bank policy prescription, removal of subsidies views subsidies as a form of market distortion which leads to a misallocation of resources and a reduction in social welfare. Keynesian view of macroeconomic policy management is that subsidies could be used to boost

expenditure or aggregate demand. Hence, the removal of subsidies might dampen economic activity. But this depends on one's view of the budget balance. If we appreciate the fact that subsidies must be financed through taxation, then the removal of subsidies might also imply the reduction of taxes. The reduction of taxes could stimulate the economy. In reality, taxes are not reduced when subsidies are removed nor is there necessarily a strong connection between subsidies and taxes. Governments, indeed, run budget deficits. Of course, if the continual use of subsidies widens the government's budget deficit, then this is clearly a cost of subsidies which must be taken into account since bigger budget deficits imply higher interest rates which also dampen economic performance (Szymanski and Valletti, 2005).

Amegashie, (2006) argues that there is no compelling theory to support the removal of subsidies. The World Bank and governments in developing countries should therefore implement this policy cautiously and should do so on a case-by-case basis. The World Bank does not impose these conditions on the developed nations. There should therefore be no double standards against developing nations. Amegashie further provides input that the removal of subsidies should not be a one-size-fits-all policy prescription for developing economies since there is nothing in economic theory which clearly supports this policy. The public must be educated and informed about the pros and cons of this policy on a case-by-case basis including the alternative uses of tax revenue if the subsidy on a specific commodity is removed. Subsidies on health may have entirely different implications than on petrol. Community based development fields acknowledge the value of markets as a tool for promoting economic justice by focusing on such themes as making markets work for all and use subsidy effectively and efficiently in markets.

Critique of existing literature:

Theory of the firm fundamental assumption is the existence of property rights over profits, whereas non-profit institutions such as community based projects cannot legally produce distributable profits. The theory of the firm assumes an enterprise income accrues from market transactions of one form or another, whereas community based projects mostly non-profits derive all or part of their revenue from non-market sources such as government grants and private donations, thus changing the whole nature of the transaction process.

3. RESEARCH METHODOLOGY

Introduction:

This chapter presents the methodology that was used in the study. It includes the research design, the target population, sample size, sampling technique, data collection procedure, pilot study, data processing and analysis.

Research Design:

The research design used descriptive survey design as it concerns description of characteristics of organizations with regards to strategic partnerships for sustainable community based projects. Descriptive survey attempts to collect data from members of a population with respect to one or more variables (Mugenda and Mugenda, 2013). The project intended to examine the effects of four independent variable against one dependent variable.

Target population:

Babie (2013) defines a population as an aggregation from which the sample is actually selected. Bless and Higson (2013) also define population as entire set of people, events or objects which is the purpose of research and which the researcher intended to determine some characteristics. The total target population of the project featured employees of civil society organizations engaged in community based projects in Trans Nzoia County. This will comprised of 50 civil society organizations with 150 respondents from the top, middle level and lower level staff.

Target Population:

Target group	Population
International Non-Governmental Organization	5
National Non-Governmental Organization	10
Community Based Organization	15
Faith Based Organization	10
Disabled Persons Organization	10
Total	50

Sample size:

Sample size refers to the number of observations or replicates to include in a statistical sample (Orotho, 2012). The sample size is an important feature in any empirical study whose goal is to make inferences about a population from a sample. The target population comprised of 50 civil society organizations that have been running community based projects for the last 5 years in Trans Nzoia County. This included 5 international NGOs, 10 national NGOs, 15 CBOs 10 FBOs and 10 DPOs drawn from each of the 5 sub counties of Trans Nzoia County with 3 respondents drawn from every one of the sampled organization. To arrive at specific respondents from each stratum, simple random sampling technique was used.

Sampling techniques:

The researcher intends to use stratified sampling technique to select employees from various organizations to be included in the sample. Stratified sampling technique identifies sub group in the population and their population and will select sub group to form a sample, grouping populations into separate homogenous subsets that share similar characteristics for equitable representation of population in the sample. In this case, it will be type of civil society organization. Simple random sampling will be used to select employees from each organization to participate in the study. Sampling technique used census working with entire population.

Data collection instruments:

The researcher used structured questionnaires with closed ended questions due to its ease in administration, analysis and management of time constraints. Quantitative data capture helps to standardize and quantify responses from respondents (Osano, 2005). Questionnaires were used to assess the sustainability of community based projects run by the sampled organizations in Trans Nzoia County focusing on effects of funding, stakeholder involvement, training and subsidies.

Data collection procedures:

Data collection procedures are steps used in a study while collecting data from the respondents. It is a step by step process that guides the study (Kothari, 2004). Prior to the commencement of data collection, the researcher obtained all the necessary documents, including an introduction letter from the university and permit from Kenya Research Council. Researcher administered the research instruments upon prior visit that assisted definition of questionnaire distribution, overall picture of what to expect, agreements on time and date of administering research instruments.

Pilot study:

The questionnaire was piloted using a small sample of 10-20 employees of civil society organization in Trans Nzoia County that would not be part of the targeted research respondents in the study. The purpose of a pilot study, according to (Mugenda & Mugenda 2003), was to detect any error in the research instruments.

Validity:

According to Mugenda (2003), research instruments need to be valid and reliable in order to produce useful results. Validity of research instruments is achieved when they measure what they are intended to measure. Content and construct validity is supposed to be established by referring the instruments for professional judgment to check whether it measures what it claims to measure (Leedy and Ormrod 2001). The instruments were checked to ascertain whether the items are clear and lead to obtaining relevant data from the subsequent data collection exercise.

Reliability:

Reliability is the extent to which the results are consistent over time and are accurate representation of the total population of the study. Instrument reliability is the dependability and trustworthiness of the test (Silverman 2005). This was measured through a test-retest technique where the questionnaire was administered to 10 employees of organization with similar characteristics as the actual sample. The test was then repeated after two weeks. The scores that were obtained from both tests were correlated to get the coefficient of reliability. The Spearman's rank correlation coefficient of 0.78 was obtained, this implies that the instrument is over 70% hence was reliable for data collection.

Data Processing and Analysis:

The process of data analysis involved several stages that included data clean-up and explanation. This involved editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. Completed questionnaires were edited for completeness and consistency. The data were then coded and checked for any errors and omissions (Kothari, 2004). Frequency tables, percentages and means were used to present the findings. Responses in the questionnaires will be tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 22.0 program for data analysis. The collected data will be analyzed using descriptive statistics. This will include measures of central tendency such as the mean, median, mode and frequencies since this is a descriptive study. The researcher will be interested in measuring and establishing the effects of strategic partnerships on sustainability of community based projects in Trans Nzoia County. Feature both independent and dependent variable. And there regression model will be as below:

The regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y is the dependent variable (Community based project sustainability), β_0 is the regression constant, β_1 , β_2 , β_3 , and β_4 are the coefficients of the regression equation, where

X_1 Funding

X_2 Stakeholder involvement

X_3 Training

X_4 Subsidies,

e- Error while ε is an error term normally distributed about a mean of 0 and for purpose of computation, ε is assumed to be 0. This model will be adopted since the study sample is representative of the population for the inference prediction. Regression analysis also involves more than one independent variable.

4. RESEARCH FINDINGS AND DISCUSSIONS

Introduction:

This chapter presents the findings of the data collected to determine the effects of strategic partnership on sustainability of community based projects in Trans Nzoia County. The study was guided by the following specific objectives as; to determine the effect of funding on community based projects sustainability in Trans Nzoia County; to evaluate the effect of stakeholder involvement on community based project sustainability in Trans Nzoia County; to examine the effect of training on community based project sustainability in Trans Nzoia County and to identify the effect of subsidies on community based projects sustainability in Trans Nzoia County. The study used questionnaire to interview the respondents. Frequency tables are used to present the results.

Response Rate:

The targeted population of the study was 50 respondents but only 46 who filled in the questionnaire. This means the response rate was 92.0 percent. According to Best & Khan (2007) a response rate of 50 percent is considered adequate, 60 percent good and above 70 percent very good. Therefore, in view of this, the response rate was considered very good and exceeded the threshold as postulated by Best and Khan (2007). On the basis of this, the researcher went ahead to analyze data as presented in the following sections.

Results of the Pilot Study:

A pilot study was conducted to 10 staff members in Trans Nzoia County. The pilot study aimed at ensuring reliability through pretesting and subsequently predetermining whether the instruments could provide reliable data during the main study, as well as check clarity of the instruments to the respondents. Mugenda & Mugenda (2003) stipulates that reliability is the degree to which a research tool produces stable and consistent results. During the pilot study the number of respondents was 10 which were about 10 percent of the main population (Connelly, 2008). The test-retest approach of proofing reliability was applied in which the instruments' consistency was examined by comparing responses and

calculating Cronbach Alpha after two administrations of questionnaires done to the same group of individuals within a space of two weeks in the month of February 2018. The study attained a reliability test (Cronbach Alpha) value of 0.793. This was above the threshold of 0.70 and thus was considered acceptable.

Background:

The study sought to find out the profile of the respondents that is; respondent gender, age of the respondents, education background and duration of work in civil service in Trans Nzoia County and the findings are presented in the section below.

Gender:

An analysis of the respondents' gender was determined as shown in table below:

Results of Cross Tabulation of respondents' Gender:

Respondents' gender	Frequency	Percent
Female	11	23.9
Male	35	76.1
Total	46	100.0

Data from table above on gender reveals that majority of the respondents were male representing 76.1 percent and female were 23.9 percent. The results indicate that in the civil service under study, majority of members are male.

Age:

The respondent age in years was sought by the second item. Table below summarizes this information indicating a majority (35.7%) of respondents were aged between 36-50 years old. The total number of respondents here were 170. The group was followed by those in age group (51 – 65) representing 31.3%, 21-35 years (24.7%), below 20 years 4.4% and 60 or over 3.8% being the lowest. The result showed that the majority of the respondents were between the age of 36-50 years of age.

Age of the respondent:

Age	Frequency	percent	Percent	Cumulative
Below 20 years	4.4		4.4	
21-35 years	24.7		29.1	
36-50 years	35.7		60.4	
51-65 years	31.3		96.2	
Over 60 years	3.8		100	
Total	100			

Respondents' Educational Qualification:

The study also identified the educational qualification of members of the civil service in Trans Nzoia County. The results are shown in table below.

Respondents' Educational Qualification:

Educational qualification	Frequency	Percent
PhD	0	0.0
Masters	0	0.0
Degree	10	21.7
Diploma	30	65.2
Certificate	6	13.04
Total	46	100.0

Results from table above shows that majority of respondents have diploma qualification constituting 65.2 percent, while those with degree are 21.7 percent, whereas 13.04 percent have attained a certificate. No respondent had post graduate qualifications. Education level is important in understanding the effect of strategic partnership on sustainability of community based projects in Trans Nzoia County. Furthermore, the information on level of education implies that most respondents were knowledgeable to give valid and reliable information as requested in the research instrument.

Duration of work:

The study sought to establish the length of time the respondents had worked in Trans Nzoia County. The results obtained are presented in the Table below.

Years that respondent have worked:

Years worked	Percentage
Less than 5 years	18.57
5-10 years	47.15
11-15 years	15.71
16-20 years	10.57
Above 20 years	8.0
Total	100

The results from table above of the study revealed that majority 47.15 percent of the respondent had lived in Trans Nzoia County for 5-10 years, 15.71 percent of the respondents had lived there between 11-15 years, 18.57 percent of the respondents had less than 5 years while 10.57 had 16-20 years. Only 8 percent of the respondents had lived in Trans Nzoia County above 20 years.

Effect of funding on community based projects sustainability in Trans Nzoia County:

The first objective of the study aimed at determining the effect of funding on community based projects sustainability in Trans Nzoia County. The objective was assessed by use of statements in the questionnaire in which the respondents were required to state their position on the basis of a likert scale that was provided. In this part the study shows the effect of funding on community based projects sustainability in Trans Nzoia County. The objective was assessed by use of statements in the questionnaire that respondents were required to state their position on the basis of likert scales. The results according to the respondent's views are shown in Table below.

Effect of funding on community based projects sustainability in Trans Nzoia County:

Statement	SA	A	N	D	SD	Total
organization sometimes have consistent external source of donor funding	50.0	31.0	16.0	3.0	0	100
organization sometimes have consistent internal source of funding	36.0	40.0	4.0	10.0	10.0	100
organization has established partnerships strategy for resource mobilization	30.0	48.0	5.0	8.0	9.0	100
for non-profit organizations, securing and sustaining funding is essential to survival	20.0	39.0	8.0	19.0	14.0	100
community based projects benefits significantly from implicit subsidies such as volunteer-labor contributions and below-market price service provision	33.0	43.0	6.0	4.0	14.0	100
mutual non-profits are ultimately controlled by their patrons, be they individual donors or customers or funding agencies, through voting rights or other means	12.0	47.0	4.0	31.0	6.0	100
there is experiences of continual financial difficulties for most of its projects	31.0	45.0	3.0	8.0	13.0	100

The findings from table above showed that majority 50.0 percent of the respondents agreed while 31.0 percent strongly agreed that organization sometimes have consistent external source of donor funding. 16.0 percent were neutral and 3.0 percent disagreed that organization sometimes have consistent external source of donor funding. This means that in

majority of respondents agreed that organization sometimes have consistent external source of donor funding. The findings obtained data on whether organization sometimes have consistent internal source of funding. The results of study indicated that majority 40.0 percent of respondents agreed while 36.0 percent strongly agreed that organization sometimes have consistent internal source of funding. But 4.0 percent were neutral, 10.0 percent disagreed while 10.0 percent strongly disagreed. This implies that majority of the respondents agreed that organization sometimes have consistent internal source of funding.

The results of the study also showed that majority 48.0 percent of the respondents agreed while 30.0 percent strongly agreed that organization has established partnerships strategy for resource mobilization. But 5.0 percent were neutral, 8.0 percent disagreed and 9.0 percent strongly disagreed. These shows that majority of the respondents agreed that organization has established partnerships strategy for resource mobilization. The findings further showed majority 39.0 percent of respondents agreed while 20.0 percent strongly agreed that for non-profit organizations, securing and sustaining funding is essential to survival. While 8.0 percent were neutral, 19.0 percent disagreed and 14.0 percent strongly disagreed. This shows that majority of the respondents agreed that for non-profit organizations, securing and sustaining funding is essential to survival.

The results of the study also showed that majority 43.0 percent of the respondents agreed while 33.0 percent strongly agreed that community based projects benefits significantly from implicit subsidies such as volunteer-labor contributions and below-market price service provision. But 6.0 percent were neutral, 4.0 percent disagreed and 14.0 percent strongly disagreed. This shows that majority of the respondents agreed that community based projects benefits significantly from implicit subsidies such as volunteer-labor contributions and below-market price service provision.

Further, the findings obtained data on whether mutual non-profits are ultimately controlled by their patrons, be they individual donors or customers or funding agencies, through voting rights or other means. The results of data analysis results shows that majority 47.0 percent of respondents agreed while 12.0 percent strongly agreed that mutual non-profits are ultimately controlled by their patrons, be they individual donors or customers or funding agencies, through voting rights or other means. But 4.0 percent were neutral, 31.0 percent disagreed while 6.0 percent strongly disagreed. This implies that majority of the respondents agreed that mutual non-profits are ultimately controlled by their patrons, be they individual donors or customers or funding agencies, through voting rights or other means. Finally, the findings obtained data on whether there are experiences of continual financial difficulties for most of its projects. The results of data analysis results show that majority 45.0 percent of respondents agreed while 31.0 percent strongly agreed that there is experiences of continual financial difficulties for most of its projects. But 3.0 percent were neutral, 8.0 percent disagreed while 13.0 percent strongly disagreed. This implies that majority of the respondents agreed that there are experiences of continual financial difficulties for most of its projects.

Multiple Linear Regression:

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationships between the independent and dependent variables of the study.

Coefficient of Determination (R^2):

Table below shows that the coefficient of correlation (R) is positive 0.634. This means that there is a positive correlation between strategic partnerships on community based project sustainability in Trans Nzoia County. The coefficient of determination (R Square) indicates that 26.2 percent of community based project performance in Trans Nzoia County. The adjusted R^2 however, indicates that 24.1 percent of community based project performance in Trans Nzoia County is influenced by strategic partnership leaving 75.9 percent to be influenced by other factors that were not captured in this study.

Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.262	.241	4.20616

a. Predictors: (Constant), funding, stakeholders involvement, training and subsidies

Analysis of Variance:

Table 4.12 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how strategic partnership affects sustainability of community based projects in Trans Nzoia County. The results also indicate that the independent variables are predictors of the dependent variable.

ANOVA:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	690.811	4	232.441	19.176	.000 ^b
	Residual	1340.110	46	12.841		
	Total	2030.11	50			

Regression Coefficients:

From the Coefficients table (Table 4.13) the regression model can be derived as follows:

$$Y = 32.634 + 0.524X_1 + 0.366X_2 + 0.343X_3 + 1.343X_4$$

The results in table 4.13 indicate that all the independent variables have a significant positive effect on sustainability of community based projects in Trans Nzoia County. The most influential variable is subsidies with a regression coefficient of 1.343 (p-value = 0.000), followed by funding with a coefficient of 0.524 (p-value = 0.000) then and stakeholder involvement with a coefficient of 0.366 (p-value = 0.018) and lastly training with a coefficient of 0.343 (p-value = 0.022). According to this model when all the independent variables values are zero, sustainability of community based projects will have a score of 32.634.

Hypothesis Testing:**Hypothesis One:**

Ho₁: Funding does not affect sustainability of community based projects in Trans Nzoia County

From Table 4.13 above, funding ($\beta = 0.524$) was found to be positively related sustainability of community based projects in Trans Nzoia County. From t-test analysis, the t-value was found to be 3.990 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that funding affects sustainability of community based projects in Trans Nzoia County.

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction:

This chapter includes summary of findings of the study from the specific objectives as; to determine the effect of funding on community based projects sustainability in Trans Nzoia County; to evaluate the effect of stakeholder involvement on community based project sustainability in Trans Nzoia County; to examine the effect of training on community based project sustainability in Trans Nzoia County and to identify the effect of subsidies on community based projects sustainability in Trans Nzoia County, then draws conclusions and recommendations based on the study. The chapter concludes with areas for further research.

Summary of Findings:**Effect of funding on community based projects sustainability in Trans Nzoia County:**

The first objective of the study aimed at determining the effect of funding on community based projects sustainability in Trans Nzoia County. The results according to the respondent's views showed that majority 50.0 percent of the respondents agreed that organization sometimes have consistent external source of donor funding and also that organization sometimes have consistent internal source of funding. The results of the study also showed that majority of the respondents agreed that organization has established partnerships strategy for resource mobilization and that for non-profit organizations, securing and sustaining funding is essential to survival and that community based projects benefits

significantly from implicit subsidies such as volunteer-labor contributions and below-market price service provision. Further, the findings also implied that the respondents agreed that mutual non-profits are ultimately controlled by their patrons, be they individual donors or customers or funding agencies, through voting rights or other means and that there are experiences of continual financial difficulties for most of its projects.

Conclusion:

Based on the findings, the study concluded as follows;

The null hypothesis H_{01} : H_{01} : Funding ($\beta = 0.524$) was found to be positively related sustainability of community based projects in Trans Nzoia County. From t-test analysis, the t -value was found to be 3.990 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that funding affects sustainability of community based projects in Trans Nzoia County.

Recommendations:

Based on the findings, the study recommends that the management should be able to establish both internal and external partnerships strategies for resource mobilization for sustainability of the community based projects in the Trans Nzoia County.

Areas for further Research:

The study focused on the analysis of effects of strategic partnership on sustainability of community based projects in Trans Nzoia County. Therefore, the study recommends further research into an evaluation the effect of stakeholder involvement on community based project sustainability in Trans Nzoia County.

ACKNOWLEDGEMENT

I take this opportunity to register my sincere gratitude to Almighty God who has seen me through this far. My gratitude also goes to my supervisors Dr. Elizabeth Nambuswa and Prof. Namusonge for the support accorded to me in developing this project. I wish to extend my sincere gratitude to my classmates and family for the moral support accorded to me.

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