

**INFLUENCE OF STAKEHOLDER PARTICIPATION ON SUSTAINABILITY OF
COMMUNITY DEVELOPMENT PROJECTS IMPLEMENTED BY PLAN
INTERNATIONAL IN HOMA BAY TOWN SUB-COUNTY**

BY

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DECLARATION

This research project is my original work and has not been submitted for the award of any degree in any other University.

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DEDICATION

I dedicate this research proposal to all those development workers who strive to permanently transform the lives of the poor populace in Kenya.

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ABBREVIATION AND ACRONYMS

CBO Community based organization

MoA Ministry of Agriculture

NGO Non-governmental organization

PPP Public Private Partnership

UN United Nations

ABSTRACT

Stakeholder participation is seen as one of solutions to the problem of project sustainability. Not only would participatory approaches assist project sustainability but it is also argued that participation would make projects more efficient and effective. Plan Kenya noted in an evaluation that the sustainability of community development project is poor, with one of the causes being established as weak participation by stakeholders. The purpose of the study was to investigate the influence of stakeholder participation on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. The study was guided by the following objectives: To determine the influence of passive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County, To examine the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County, To establish the influence of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County, To investigate the influence of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. The study adopted a descriptive survey design. The researcher targeted three people in each of the 51 organizations partnering with Plan International; this gave a population of 153 people. Using Sekeran (2003) sample determination the sample size was determined as 113 respondents. Simple random sampling was used to select the 113 respondents. SPSS was used to randomize the names and pick 113 names. The study reached 103 respondents. The study used questionnaires for data collection. Pilot testing was done with 12 respondents from Rangwe Sub-county. Data validity was tested by using the Content Valid Index (CVI). The test re-test method was used to assess the reliability of the instruments. The researcher dropped the questionnaire and make an appointment to pick the questionnaires after two days. Quantitative data was analyzed using frequencies, percentages and cross-tabulation. Chi-square p-value was used to test the significance of relationships between the independent and the dependent. It was established that there was a weak and insignificant negative association between passive participation among stakeholders on and sustainability of community development projects $r = -0.043, p = 0.666, CI = 95\%$. It was also established that there was a moderate significant positive correlation between interactive participation among stakeholders on sustainability of community development projects $r = 0.365, p = 0.000, CI = 95\%$. A moderate significant positive correlation between the influences of functional participation among stakeholders on sustainability of community development projects was established $r = 0.455, p = 0.000, CI = 95\%$. There was a moderate significant positive correlation between the influences of optimum participation among stakeholders on sustainability of community development projects $r = 0.382, p = 0.000, CI = 95\%$. It was recommended that Plan International needs to reduce the extent of engaging stakeholder passively, enhance the extent of interactive participation, strengthen functional participation among stakeholders and reinforce optimal participation to enable greater efficiency and effectiveness of programming as well as accountability among the stakeholders, this will be an assurance for project sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

According to a report by UNDP (2007), Community participation is a matter of global concern and the international community have been persuading the developing countries to engage the people in addressing issues that affect their own lives. Community participation approaches have become a major demand by the development agencies the world over; the United Nation, World Bank and other donors. The bottom-up approach has gained currency for its gains in project performance and sustainable development, it makes implementation better than the top-bottom approach. In the global scene, it is acknowledged that the bottom-up approach makes people close to the development activities and entrenches ownership.

In this new global economy, stakeholder participation is increasingly becoming a part of project practice in order to deliver excellent project outcomes (Karlsen, Graee and Massaoud, 2008). A well-managed stakeholder engagement process helps the project stakeholder to work together to increase comfort and quality of life, while decreasing negative environmental impacts and increasing the economic sustainability of the project. Stakeholder engagement should therefore be taken as a core element of any “sustainable development” plan (Bal, Bryde, Fearon and Ochieng, 2013). The issue of sustainability relating to development activities started to become important to government, donors and development theorists from the 1980s (Scoones, 2007).

Report by UNDP (2007) emphasized that such stakeholder participation should be gender sensitive and include women throughout the project cycle. Women should be a special target group as they critically contribute to economic development. Having stakeholders set vision and prioritize results will they have the best ideas during planning in the best way and how the results would continue to remain relevant to them. They must therefore be involved in identifying the information that is needed during implementation. Inadequate stakeholder involvement hinders beneficiaries' participation and weakens their capacity to influence project outcomes hence poor performance. The involvement of stakeholders in project initiation, project planning, project implementation and monitoring and evaluation is critical for better project performance (Ogawa, 2004).

Local participation is seen as one of solutions to the problem of project sustainability. Not only would participatory approaches assist project sustainability but it is also argued that participation would make projects more efficient and effective (McGee, 2002). Since the 1980s, participation has been seen as an antidote to the failure of development assistance, but it was only in the 1990s that multilateral agencies such as the World Bank placed greater emphasis on stakeholder participation as a way to ensure development sustainability (Gonzales, 1998). It is now regarded as a critical component which could promote the chances of development initiatives being sustainable through community capacity building and empowerment (Botchway, 2001; Brett, 2003; Australian Agency for International Development, 2000; Bigdon&Korf, 2002; Lyons, Smuts, & Stephens, 2001).

It is believed that participation would lead to empowerment through capacity-building, skills, and training (Lyons *et al.*, 2001). By increasing the ability of people, projects, and/or communities to be self-reliant, they are then be able to contribute towards the sustainability of development

projects which in turn could contribute to the broader notion of sustainable national development. Participation is a multidimensional and complex concept (Vos, 2005; Sinclair, 2004). It has many forms and can take place in different stages of a project cycle and at different levels of society along a continuum from contribution of input to a predetermined project; to information sharing; consultation; decision making; partnering and empowerment (Karl, 2000).

In the Philippines, an evaluation of a World Bank project, found out that during a ten year period, the National Irrigation Administration shifted from a top down government approach to heavy reliance on the local farmers in the design, operation and maintenance of local irrigation systems. It was discovered that the canals and structures worked better, rice yields were 20% higher and the irrigated area 35% greater than in control groups without participation (World Bank, 1991). Ei-Gohary *al.* (2006) stated that major public private partnership (PPP) initiatives in the United States has reportedly failed due to stakeholder opposition. As a result, it reveals that stakeholder s' participation in project is the key to project success and without their input the outcome may not be favorable. In essence, different stakeholders have different levels and types of investments and interests in the project (Yang, 2009) which sometimes results to conflicts among the stakeholders. In Sub-Saharan Africa, a report by World Bank (2004) cite a case where in 1968, a community of 2000 people in Malawi started work on a novel water supply system. Community members began the panning, construction and operation of their own water supply and distribution. Field staff for the project was recruited locally, traditional community groups formed the basis for water communities, and government support was limited. Virtually, all of the more than 6000 standpipes installed nationwide are still in working order. An analysis of rural and urban development over thirty years found high correlation between project performance and level of participation.

According to Boon *et al* (2012), there are a number of community projects in Ghana such as; market structures, toilet facilities and boreholes have been abandoned due to little or no stakeholder participation. In Nigeria implementation of rural development projects has been impeded as observed by the centredown approach in which the rural people were not involved in project conception, planning and monitoring which often led to failure and abandonment of many valuable projects (UN, 2005).

Maina (2013) did a study in Nakuru and established a positive relationship between stakeholder participation in project identification and selection, participation in project planning, participation in project implementation and participation in project monitoring and evaluation and success of the Economic Stimulus Programs, participation was looked at wholly without paying attention to the levels. Golicha (2010) conducted a study in Garissa and found out that the level of participation of the stakeholders was not adequate in the most important stages of project formulation, design and implementation, the study did not assess the outcome of the low levels of stakeholder participation on the project. Maweu 2015 conducted a study in Turkana and established that stakeholders' participated actively in project risk management oriented activities which are tagged to a monetary value. The study demonstrate a link between the level of participation and civic responsibility which ensures project stability. Nonetheless, the study did not bring out clearly the different levels of participation and how it would influence project sustainability. M'ikiugu (2011) did a study in Meru and established that participation of the head teachers, teachers, parents and children proves to be of great importance to the success of academic performance in the public primary schools. The levels of participation and the sustainability of the school performance did not come out. An evaluation by Plan international in 2014 revealed that community projects are

hardly sustainable beyond six months when funding ceases, the study attributes the poor sustainability to weak stakeholder participation. The evaluation used a qualitative approach and did not establish the relationship between the various levels of participation and sustainability of community development projects. The researcher did come across any other study on stakeholder participation and sustainability of community development projects in Homa Bay Town Sub-county.

The present study therefore seeks to establish the influence of stakeholder participation in community development projects in Homa Bay sub-county.

1.2 Statement of the problem

A study by Plan Kenya (2014) noted in its evaluation that the sustainability of community development projects in Homa Bay Town Sub-county was poor, with one of the leading causes being weak participation by stakeholders. The evaluation in in Homa Bay Town Sub-county did no pay attention to the levels of participation and how it affects project sustainability, this is important because according to Pretty (1995) opined a relationship between the two variables. Plan Kenya acknowledges that the levels of participation of its stakeholders in in Homa Bay Town Sub-county remains unknown, and attempt have been made to establish this through qualitative approaches with little success. According to Scoones (2007), weak sustainability of projects is a challenge to organization competitiveness and effectiveness in fundraising from donors. He noted that project sustainability is of great interest to donors.

An evaluation by Plan Kenya (2013) showed inefficiency of child protection projects in in Homa Bay Town Sub-county where sustainability could not be traced after six months of project closure despite an expenditure of 12 M in a period of one year. Another study by Plan Kenya (2015) notes

that there was increased competition for funds among NGOs in Homa Bay Town Sub-county and therefore need to demonstrate competitiveness through sustainability of projects. Sponsorship funds have dwindle and Plan Kenya is currently downsizing through a restructuring process.

This was a huge investment whose expenditure would only be justifiable if the projects are able to generate benefits to the primary beneficiary long after the project closes. The researcher did not identify any study that assesses the level of participation and how it affects project sustainability.

1.3 Purpose of the study

The purpose of the study was to investigate the influence of stakeholder participation on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.

1.4 Objectives of the study

The study sought to address the following objectives:

- i) To determine the influence of passive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County
- ii) To examine the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County
- iii) To establish the influence of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County
- iv) To investigate the influence of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County

1.5 Research questions

The study sought to answer the following questions:

- i) Does passive participation among stakeholders influence sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County?
- ii) Does interactive participation among stakeholders influence sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County?
- iii) Does functional participation among stakeholders influence sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County?
- iv) Does optimum participation among stakeholders influence sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County?

1.6 Significance of the Study

The significance of this study is to inform policy debate on participation-sustainability nexus and add to the literature on the subject community participation and project outcomes. To the Government of Kenya, the study findings and policy implications thereof is of significance in as far as enhancing development and improving community participation in community development projects. This study pointed to areas that Kenya's development partners should improve on in line with their international commitments on effective community participation.

The study is also significant to the community and the civil society in that it sheds light on the relationship between community participation and project outcomes. For researchers with interest on community participation and sustainability, this study examines the relationships between different levels of participation and identifying the relationship between community participation and sustainability of community development projects.

1.8 Basic Assumptions of the Study

It is assumed that the stakeholders who have been engaged in the formulation and implementation of community development projects by Plan International would be able to elaborate their level of participation and give their feeling on how this may influence project sustainability. It is also assumed that that the respondents would be willing to give sincere and adequate response sufficient for analysis.

1.9 Limitations of the study

The researcher anticipates cases where the respondents won't be fully truthful, and may provide what they thought the researcher would want to hear as opposed to what is the exact situation. To counter this, the researcher assured the respondents' anonymity and confidentiality, and re-assure them that the feedback was only be for the purpose of the study.

The researcher anticipates difficulties in accessing some of the Key Partners in the civil society organizations due to their busy schedules. This was overcome by attempting to reach them via electronic means, for instance the use of emails.

The researcher may face time and financial constraints in collecting the information. This is because the time within which the study needs to be accomplished was minimal and required a lot of financial injection to cover the scope. To counter this, the researcher worked with a few trained research assistants to aid in dropping and picking the questionnaires.

1.10 Delimitations of the study

This study focused on the influence of stakeholder participation on sustainability of community development projects implemented by plan international in Homa bay town sub-county. The study was interested in investigating four stakeholder participation levels: passive participation,

interactive participation, functional participation and optimum participation. The study targeted stakeholders comprising: Community members, civil society organizations, and Government officials working to implement community development projects in partnership with Plan international in Homa Bay. The researcher is delimiting to Homa Bay Town Sub-county because, it is the sub-county where Plan has implemented most of its project since it started working in the area, most of which have not been sustainable. The study was a cross-sectional and was conducted between March and June, 2016.

1.11 Definition of terms

Stakeholder participation	Involvement of people who are either positively or negatively influenced by the project
Passive participation	People participate by being told what has been decided or has already happened: involves unilateral announcements by project management without any listening to people's responses; information shared belongs only to external professionals.
Interactive participation	People participate in joint analysis, development of action plans and strengthening of local institutions: participation is seen as a right, not just the means to achieve project goals; the process involves interdisciplinary methodologies that seek multiple perspectives and use systemic and structured learning processes.
Functional participation	Participation seen by external agencies as a means to achieve project goals, especially reduced costs: people may participate by forming groups to meet project objectives; involvement may be interactive and involve shared decision-making.
Optimum participation	People participate by taking initiatives independently of external institutions to change systems: they develop contacts with external institutions for resources and technical advice they need, but retain control over resource use; self-mobilization may or may not challenge existing distributions of wealth and power.

Project sustainability Is the capacity of a project to continue to deliver its intended benefits over a long period of time after donor funding cease.

1.12 Organization of the Study

This study was organized into five chapters. Chapter one consists of background to the study, purpose of the study, research objectives, research questions, significance of the study, assumption and definition of significant term and organization of the study. Chapter two is comprises of review of the study, theoretical framework and conceptual framework. Chapter three describes the Research design, Location of study, Target population, Sample size and Sampling techniques, Research instruments, Validity and Reliability of the instruments, Data collection procedure and Analysis. Chapter four presents data analysis and their interpretations, discussions werealso be done. Chapter five provided the summary of research findings, makes conclusions and recommendations and offer suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter literature is reviewed on the concept of participation, participation and project sustainability, Passive Participation and Sustainability of Community Development Projects, Interactive Participation and Sustainability of Community Development Projects, Functional Participation and Sustainability of Community Development Projects, and Optimum Participation and Sustainability of Community Development Projects. This chapter also contains theoretical and conceptual frameworks and finally the summary of literature.

2.1 Stakeholder Participation

Participation is a multidimensional and complex concept (Vos, 2005; Sinclair, 2004). It has many forms and can take place in different stages of a project cycle and at different levels of society along a continuum from: contribution of inputs to a predetermined project; to information sharing; consultation; decision-making; partnership; and empowerment (Karl, 2000). The meaning of participation can also differ from one area to another based on cultural norms, amongst institutions based on the institutions' particular interests (Khanye, 2005), and the way observers perceive and evaluate it in practice (Brett, 2003). Hence, participation should not be explained with a single definition or interpretation (Oakley, 1991). Participation exist in different forms depending on the level of participation, Arnstein (1971) and Pretty (1994) assert that participation can be Passive, Interactive, Functional, Optimum among others.

2.2 Project Sustainability

In the context of donor-funded projects, sustainability can be defined as; the continuation of benefits after major assistance from a donor has been withdrawn. Key points to note in this definition are; the focus is on sustaining the flow of benefits into the future rather than sustainable programs or operations. Projects are by definition not sustainable as they have a definite start and finish date. The concept of sustainable benefits does not necessarily mean continuation of AID-funded activities to sustain the project but rather the adoption of new structures, ownership by communities and support by locally available resources to ensure the continuous inflow of benefits.

The nature of project management has taken a paradigm shift from the earlier one in the sense that it has ceased to be dominated by the construction industry but now is applicable in all organizations (Tembo, 2003). It has also advanced and become more specialized branch of management in its own right. As a result, the nature of projects has to change taking into focus the project management cycle that include: proper design, planning, effective implementation, monitoring and evaluation and the sustainability as well. (Norton & Bryan, 2005).

The concept of sustainability was first employed in relation to natural resources and how they should be used. Many theorists feel that natural resources are finite and cannot support the world's projected population at current levels of resource utilization and growth. There are those theorists who argue, however, that resources should be defined more broadly to include stocks of technology and know-how. As knowledge and human capability have increased over time, resources have actually increased (Taylor, 1993).

Sustainability then involves sustaining free markets and human knowledge capacities. In the first view, the threats to sustainability come mainly from overpopulation and consumption, while in the second view the threats to sustainability come from bad policies.

Over the years, the concept of project sustainability has varied widely and broadened in scope.

According to IFAD strategic Framework 2007 – 2010 (IFAD, 2007), project sustainability ensures that institutions supported through projects and the benefits realized are maintained and continue after the end of the project. Also, according to IFAD's office of Evaluation, sustainability entails determining whether the results of a project will be sustained in the medium or even long term without continued external assistance. Within the development community, the notion of sustainability came to be applied to financial resources, including project funds, indicating that projects and donor support are not limitless and must be used efficiently in ways that local actors support so that benefit flows are sustained.

2.2 Stakeholder participation and project sustainability

Ayuso, Rodríguez, Castro and Ariño (2012) did a study with focus on the contribution of stakeholder engagement to firms' innovation orientation within the context of sustainable development. They investigated whether engagement with different stakeholders promotes sustainable innovation. The researcher established that knowledge sourced from engagement with internal and external stakeholders contributes to a firm's sustainable innovation orientation, but that this knowledge has to be managed by the firm internally in order to be converted into new ideas for innovation.

Ayuso *et al* (2012) asserts that when communities are involved in project initiation and implementation, there is the assurance of sustainability subject to some conditions unlike when they have no idea about the project or when it is imposed on them.

There sought to be genuine demand by a community or groups within it for all projects whether aided Orton-aided by the government or any international agency. This eliminates the tendency to abandon the projects when they are half-way completed and sustains the interest of communities or groups within them in maintenance and protection of those projects. The project is not seen on a stranger.

For projects to be sustainable there must be community participation. This is because, according to Musa (2000), through participation, the communities develop skills for collective action, maintenance and sustainability. This is evident in the community Development Works done by the Takete-Ide Community in the Mopamuro Local Government Area of Kogi State, Nigeria. They built schools, health centres, community centres and constructed roads. These activities have strengthened the potentials of the people. The development association formed have been upgraded into local societies with their own initiatives to address the people's needs to strengthen their position and to put forward their case to the decision making body particularly the local and state governments.

The new aid paradigm has seen participation as useful not only in enhancing the effectiveness, efficiency, and coverage of the project benefits, but also in encouraging self-reliance of the project participants (Kleemeier, 2000; Oakley, 1991, 1991). Participation is useful for the achievement of sustainability because sustainability depends on the role played by stakeholders, particularly those directly concerned with projects or programs, such as Government and the implementing agency, and those who will gain the benefits, the intended participants (Australian Agency for International Development, 2000; Brinkerhoff & Goldsmith, 1992). The intended participants are important because these people are the ones who can decide to continue or to stop the use of services created by development projects.

Thus, genuine stakeholders' participation has become a critical factor in promoting project sustainability (Australian Agency for International Development, 2000; Bigdon&Korf, 2002; Lyons *et al.*, 2001; Oakley, 1991).

Maina (2013) explored the influence of stakeholders' participation on the success of the economic stimulus programme: A case of education projects in Nakuru County, Kenya. The purpose of this study was to assess the influence of stakeholders' participation on the success of the Economic Stimulus programs focusing on education projects in Nakuru County. Key findings of the study included establishment of a positive relationship between stakeholder participation in project identification and selection, participation in project planning, participation in project implementation and participation in project monitoring and evaluation and success of the Economic Stimulus Programs. From the study findings conclusions drawn included the need for the government and other project facilitators to ensure full participation of key identified stakeholder's in future similar programs and the need to clearly identify and train stakeholders before initiation of similar programs as this aided in the success of the overall programme.

King'ori (2014) studied the influence of community participation in completion of development projects: a case of Korogocho slums, Nairobi County, Kenya. On project identification, 76 per cent of the respondents agreed that participation in project identification influenced project completion. Furthermore, the strong positive correlation of 0.714 between participation in planning and project completion confirmed that an increase in the community's participation in the planning phase had a positive influence in its completeness. Chi-test results confirmed that there was a significant relationship between community participation in planning phase and the completion of development projects.

On project execution, correlation findings showed a positive correlation of 0.575 with project completion to imply that an increase in community participation during execution phase increased the chances of completing the development project. On participation in project monitoring, correlation test showed a positive correlation of 0.799 with project completion to imply the positive effect on monitoring on project completion.

2.3 Passive Participation and Sustainability of Community Development Projects

Passive participation implies participation as a contribution to the implementation of a project without any control over the resources and decision-making. In passive participation, the external agents have assumed their role as teaching the participants the solutions to their problems (Gonzalez, 1998). The interest of the external agents is only to legitimize their existence in the project without any intention to really involve the participants (White, 1996). Meanwhile, the participants assume their role is to be receptive and attentive to the suggestions of the proponents (Gonzalez, 1998).

Oakley (1991a) and Bigdon&Korf (2002) have also categorized passive participation as participation as a means. This implies participation is used only as a tool to achieve better project outcomes (an efficiency argument) and equity, or to improve project sustainability by developing the sense of ownership of the people concerned (Bigdon&Korf, 2002; Cleaver, 1999, 598; Vos, 2005; White, 1996). However, Oakley (1991a) argues that participation as a means is only a short-term exercise that will not lead to the sustainability of participation after the project is completed. Additionally, participation as a means can be seen as a form of mobilization to get things done which could still be a “state-directed, top-down mobilization, sometimes enforced to achieve specific objectives” (Bigdon&Korf, 2002).

This type of participation has also been called participation as involving (Lyons, *et al.*, 2001), contribution (Oakley, 1991a, 1991b), manipulative, consultation up to functional or placation participation (Arnstein, 1971; Pretty, 1995), instrumental, nominal, cosmetic, or pseudo-participation (Vos, 2005; White, 1996).

Golicha (2010) did a study to find out the extent of stake holders participation in the formulation of donor funded education project in Garissa district. The study intended to establish factors enhancing or inhibiting participation of stake holders and their impacts on the project. The study attempted to answer the following questions: 1. which stakeholders are involved by NGOs in project identification in Garissa district? 2. What is the level of stakeholder's participation in NGOs supported secondary education projects in Garissa district? 3. What are factors influencing stakeholder's participation in project formulation in NGO funded secondary education projects in Garissa district? 4. What are measures adopted to mitigate challenges facing stakeholders participation in NGOs supported secondary school education projects formulation in Garissa district? The researcher found out the level of participation of the stakeholders was not adequate in the most important stages of project formulation, design and implementation.

According to Chifamba (2013), community participation is widely viewed as a basic operational principle of rural development, although debates about this concept are fervent. Beneficiaries of community development have been seen as consumers of service, and their role in rural development has been accorded less importance. Community participation has been limited to consultation, thereby shifting the creative capabilities and potential community members at all levels of the society. Chifamba (2013) used a descriptive case study design to collect primary data

in addition to secondary data. Questionnaires were administered to all participants collected through proportionate sampling to ensure representation and stratification at all levels. 200 respondents were interviewed. The data collected was analyzed numerically and descriptively and was presented in the sum of texts and tables. The study revealed that there is relatively low degree of community influence or control over projects in which community members participate, especially given that the services are controlled by people or who are not poor or recipients of services.

Community members are usually going through an empty ritual of participation, thus they have no real power to influence the outcome of community development projects. The study found that participatory rural development has no predetermined outcomes since it can result in transformation as well as change in the social patterns and sometimes it perpetuates and trigger the antithesis of community liberation, devolution and power distribution among various stakeholders involved in the project. The form of participation in rural development projects in Buhera, therefore, has transformed and modified relations of power that objectify and subjugate people, leaving them with no voice. The study recommended that participation should be focused on the role of the community as the primary actors who should be allowed and enabled to influence and share responsibility, and probably, costs of rural development projects. This study concentrated on passive participation but it failed to incorporate effective, function and optimum participation variables, which are of interest to the researcher.

Masanyiwa and Kinyashi (2008) conducted a study on the Analysis of Community Participation in Projects Managed by Non-governmental Organizations: A Case of World Vision in Central Tanzania. This work is the product of a study conducted in two World Vision rural development programs (one fourteen year old and one three year old programme) in Central Tanzania, to analyze

the effectiveness of participatory development processes. The study was aimed at finding out how participation is perceived among local communities and how they participate in the NGO's development interventions in their communities. Data for the study was collected from project staff, community committees and community members using open ended questionnaires and focus group discussions. A total of 65 respondents participated in the study.

Masanyiwa and Kinyashi (2008) established that 'community participation' in the study programs takes on different forms in different stages of the project cycle. Despite the time difference between the old and new programme, the nature and extent of participation for the Most of local communities in both programs is generally limited to information giving, consultation and contribution. Local communities are generally not actively involved in decision making, planning, monitoring and evaluation processes. Key factors identified as facilitatory in promoting stakeholders' participation are the NGO's long term commitment in working with the poor, staff with knowledge and skills on participatory approaches, continuous community sensitization and mobilization, and perceptions that interventions being implemented are addressing participants' needs. Poverty was seen to be main factor limiting local communities' participation. Other factors are contradicting policies and approaches of different agencies working in the same area, non-flexible organizational policies, poor community leadership and dependency syndrome.

Based on these findings, it is concluded that participation of local communities in World Vision Project interventions is generally limited to 'contribution' and therefore not 'empowering' to the local communities to take control of the development process. The researchers recommend some changes in terms of management structures and human capacity to help widen the scope of participation for local communities. This study also focused on passive participation variable but

it failed to incorporate effective, function and optimum participation variables, which are of interest to the researcher.

2.4 Interactive Participation and Sustainability of Community Development Projects

According to Lennie (2005), participatory evaluation methodologies are considered to produce many positive and empowering impacts. However, given the complex power, knowledge and discursive issues involved and other factors, use of these methodologies can have contradictory effects. He presented results from the implementation of a process that aimed to build the capacities of people in two Australian rural communities to evaluate their local communication and information technology (C&IT) initiatives. The ‘learners’ process used participatory action research and participatory evaluation methods, and took an inclusive ‘whole of community’ approach. The process aimed to enhance community development and to facilitate community empowerment, participation and leadership, particularly for women. Rigorous analysis of the impacts of the project found that it was effective in producing various degrees of social, technological, political and psychological empowerment. However, some corresponding disempowering impacts were also identified. The strengths and limitations of this evaluation capacity-building process and the lessons learned are considered. This study concentrated on effective participation, but little attention was paid to the variable of functional participation.

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

The authors provided a conceptual explanation of factors that influence sustainability of projects in Kenya, especially in the very needy communities where such projects are the only window of hope. They rely on analysis of secondary evidence from Kenya and other parts of the world. Their main argument is that a lot of money is being spent in community-based projects yet Most of such projects have generally failed to bring sustainable benefits to the target groups. The study particularly observed that although many projects highlight elements of sustainability in their proposal stage, the actual implementation seems to lack emphasis on sustainability. The authors concentrate on socio-cultural, political, economic and technical factors and how they affect sustainability of community-based projects. This study concluded that lack of stakeholder ownership and commitment leads to project failure. Additionally, aid support from development agencies often do not fully understand and consider socio-economic, cultural, and political factors influencing the project design, planning and implementation. As well, very limited follow-up support during implementation is tendered by these development agencies. Therefore, there is need for inclusive and viable community driven approaches to project sustainability which can be achieved through participation and involvement of all stakeholders. This study focused on control variables, including, socio-cultural, political, economic and technical factors, with little focus to effective participation variable, which forms a critical component of the researcher's work.

2.5 Functional Participation and Sustainability of Community Development Projects

Khwaja (2004) uses primary data on development projects in Northern Pakistan to provide empirical support to illustrate the effects of community participation on project performance. His findings do provide evidence supporting the theoretical claim, that greater community participation in non-technical decisions is associated with higher project outcomes. Katz and Sara (1997) analyse the performance of water systems in a variety of countries. They find that the performance of water systems were markedly better in communities where households were able to make informed choices about the type of system and the level of service they required, and where decision making was genuinely democratic and inclusive. In contrast, projects which were constructed without community supervision and where project management was not accountable to the community, tended to be poorly constructed by private contractors.

A study of 121 rural water supply projects in 49 countries of Africa, Asia and Latin America found that participation was the most significant factor contributing to project effectiveness and maintenance of water systems. According to the study, it was when people were involved in decision-making during all stages of the project, from design to maintenance that the best results occurred. If they were just involved in information sharing and consultations, then results were much poorer (Narayan, 1995).

Over the past three decades, many development projects and programmes have failed where activities have been designed with little or no reference neither to people's needs or priorities, nor to their knowledge and skills. An evaluation of 25 projects sponsored by the World Bank reported that 13 of them had been discontinued a few years after financial assistance had ended. Lack of attention to participation and to local organisation-building when the projects were formulated and

implemented appeared to be the main cause (Zazueta, 1994). This study focused on the variable of functional participation, with little concentration on the variable of optimal participation.

In Kenya, the Ministry of Agriculture (MoA) involves the community in soil and water conservation. Where there has been collaboration between professionals from various departments, combined with interactive participation with rural people, once again the impacts have been substantial (MoA 1988-95). Findings show that where there is mobilization of the community, strong local groups, committed local staff and collaboration with other departments in multi-disciplinary planning and implementation, then within two years there are clear benefits. These include increases in agricultural productivity, diversification into new enterprises, reductions in resource degradation, improvements in the activities of local groups, and independent replication to neighbouring communities. These improvements have occurred without payment or subsidy, and so are more likely to be sustained.

Khisa (2012) in his study established that withdrawal of donor funding affects project sustainability and development. In the event that donor funding was withdrawn, most (41%) of the respondents were of the opinion that the project would cease operating, 33% pointed out that project would be affected significantly, 18% indicated that project would be not effect at all while 8% were of the opinion that project would continue normally. Khisa also established that financing affects sustainability and performance of the project. From the findings Most (59%) of the interviewed respondents pointed out that financing affects project sustainability at a very great extent, 28% at a great extent while 13% reveled that financing affects project sustainability at moderate extent. This illustrates that poor misuse of the funds allocated for project sustainability, adequate fund and embezzlement of funds may hinder sustainability of the project.

2.6 Optimum Participation and Sustainability of Community Development Projects

Ofuoku (2011) conducted a study to assess the effect of community participation on sustainability of rural water projects in Delta Central Agricultural Zone of Delta State, Nigeria. The study was concentrated in the rural settlements where water projects were executed. The community citizens were rarely often or always involved in the various stages of the projects as the community development committees' executives represented the communities. In most communities, the water projects were funded by the respective communities and other bodies. Those counter partly funded were highly sustainable than those solely funded by governments. The various communities were mostly organized through formation of community development committees, weekly meetings and formation of social groups. There was a significant relationship between participation and sustainability of water projects ($r\text{-cal} = 0.652$ and $r\text{-critical} = 0.632$). It is recommended that the level of participation in projects should be increased; and the communities should continue with their methods of organization with more emphasis on regular conference and institution of sanctions/rewards to encourage citizens to participate in development projects. This study concentrated on functional participation, with a little focus to optimal participation, which the researcher could explore to fill the literature gap.

Mwobobia (2011) conducted a study to evaluate the influence of local community in Project Planning on the sustainability of projects in Embu County, in Kenya's Eastern province. The response rate to the questionnaires sent out was 77% pointing to a successful research activity. A total of 163 respondents out of the possible 211 respondents gave their responses composed of project managers, project team, project sponsors and community members. Data collected was analyzed using descriptive statistics and inferential statistics to establish the relationship between

the independent and the dependent variables. The data was presented using tables, graphs and charts. The study revealed that individuals involved in coming up with objectives of the project are the project managers, project sponsors and project workers. The community members are never involved in this exercise.

Mwobobia (2011) established that specifications of the projects are not written in consultation with the community members. This is to mean there is lack of clear link between projects standard/specifications and the needs or expectations of community members' in projects within Embu County.

It was also concluded that community members are never adequately involved in resource mobilization for the execution of the project. The few resources they contribute in small quantities are man power, raw materials and financial resources. This has led to negative effects on the sustainability of projects within Embu County. Finally, the researcher concluded that projects in Embu County are monitored although community members are not involved in monitoring process. This has led to late completion of projects, inefficiency use of project resources and lack of satisfaction of client (community members) in all aspects expected. This has led to negative effects on project sustainability.

Mwobobia (2011) recommended that there is a need to involve the community members at all phases of the project from the formulation, to planning, to implementation and finally to clean up phase of the project. The study recommended specifically that the 'stakeholder need analysis' need to be conducted to all projects within Embu County so as to specifically determine the needs and expectations of all the stakeholders including the community member and design the project with that in mind. The study also recommended that community members need to contribute largely to

the resources needed for execution of the project. This will create sense of project ownership and by all means they will sustain the projects which they feel they have invested in it. Lastly, it is recommended that community members should be part and parcel of project monitoring process. In this case they will be informed if the project is within their area of interest and if it is solving their problems. This will make them sustain the project so that it continues to benefit them. This study concentrated on optimal participation, but with little reference to effective and functional participation as community groups were not effectively engaged in the project initiative, thus forming prompting the researcher to fill the literature gap by exploring the missing variables.

Kiserian Dam water project, Kajiado County, Kenya. The research revealed a low level of community participation in the development of Kiserian Dam project. The overall level of community involvement demonstrated on a 5-range Likert Scale an average measure of 2.3 in their actual involvement and participation in Identification, Planning, Implementation and Monitoring of the Kiserian Dam project. The study recommends that implementing agencies of development projects must accept the challenge for project sustainability and actively engage the community in all the stages of project development.

2.7 Theoretical Framework

The study is anchored on the ladder of participation by Arnstein (1969), the theory was first explicated in the seminal theoretical work on the subject of community participation. The particular importance of Arnstein's work stems from the explicit recognition that there are different levels of participation, from manipulation or therapy of citizens, through to consultation, and to what we might now view as genuine participation, i.e. the levels of partnership and citizen. The limitations of Arnstein's framework are obvious. Each of the steps represents a very broad category, within which there are likely to be a wide range of experiences. For example, at the level of 'informing' there could be significant differences in the type and quality of the information being conveyed. Realistically therefore, levels of participation are likely to reflex a more complex continuum than a simple series of steps. The use of a ladder also implies that more control is always better than less control. However, increased control may not always be desired by the community and increased control without the necessary support may result in failure.

The other related theory to the study is the stakeholder theory by Freeman (1984), the stakeholder theory is one that puts as a primary managerial task the charge to influence, or manage, or balance the set of relationships that can affect the achievement of an organization's or institution's purpose. Stakeholder theory is a managerial concept of organizational strategy and ethics (Donaldson & Preston, 1995; Evan & Freeman, 1993; Freeman and Evan, 1990). The central idea is that an organization's success in its project initiatives is dependent on how well it manages the relationships with key groups such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of its purpose. Stakeholder participation refers to the act of getting involved in the various aspects and stages in the project or programme management

cycle through material contributions and consultation. It involves the process or activity of informing the public and inviting them to have input into the decisions that affect them. Whereas minor decisions and emergency situations are generally not appropriate for stakeholder participation, complex situations with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future.

2.8 Conceptual Framework of the study

The study was guided by the conceptual framework as shown in figure 2.1

Independent Variables

Dependent Variable

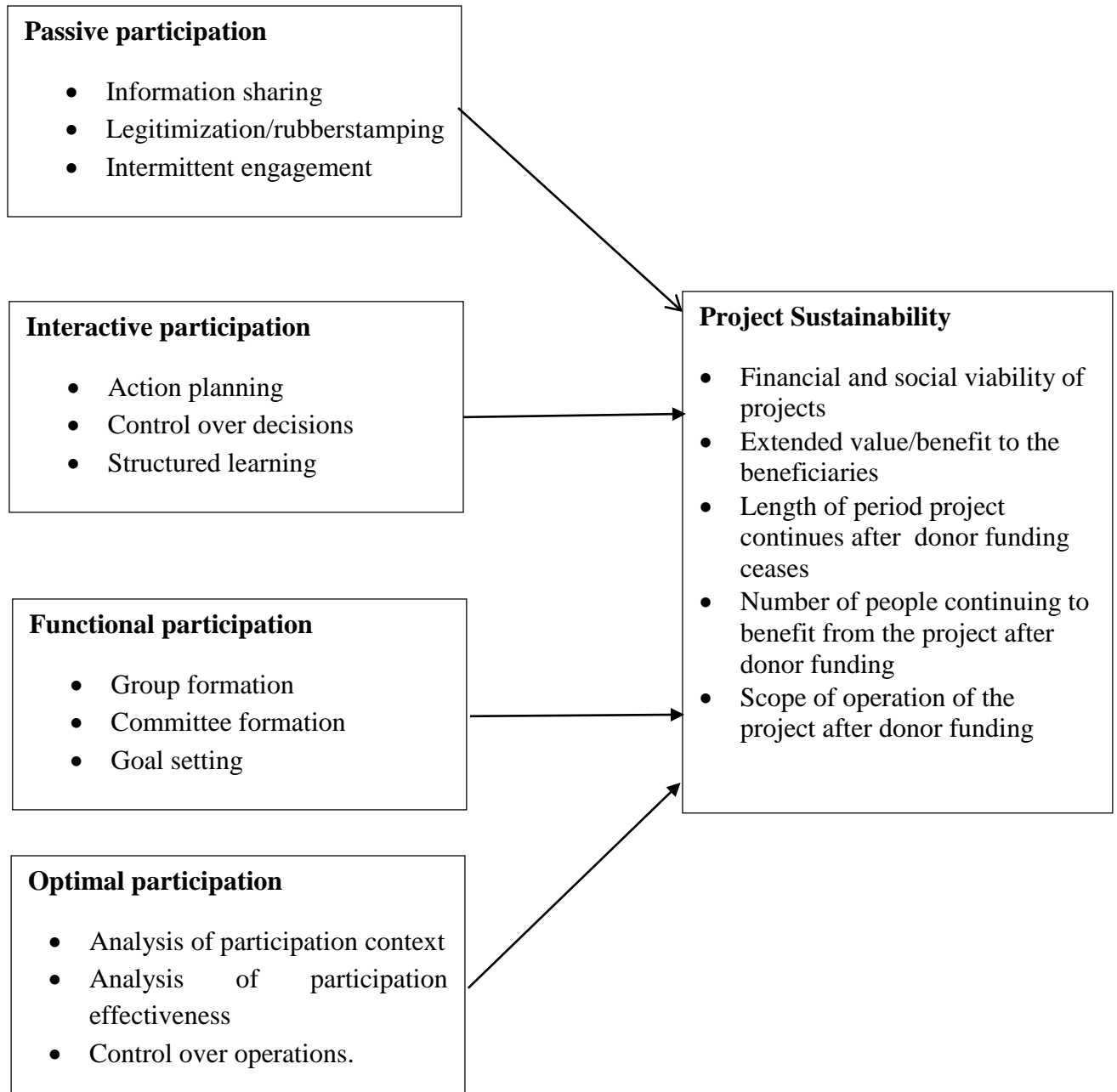


Figure 2.1: Conceptual Framework of the study

The framework of the study(Figure 2.1) shows that an interaction between the four independent variables i.e. passive participation, interactive participation, functional participation, and optimum participation and the dependent variable sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. The independent variables independently influence the dependent variable and on the other hand have collectively influence the dependent variable.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter entails research methodology that was used in the study. These include the research design, target population, the sample size and sampling procedure to be used. The research instruments employed in the study, measures to test reliability and validity of the study, the data collection procedure and data analysis techniques and finally the ethical consideration that were to be followed during the study had been detailed

3.2 Research Design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research (Robson, 2002). The study adopted a descriptive survey design with both qualitative and quantitative characteristics, the designs is the most appropriate for the study because according to Kothari (2004) a descriptive survey is to describe facts and characteristics concerning an individual, group or situation. The design was also picked based on Lokesh (1984) assertion that descriptive studies are designed to obtain pertinent and precise information concerning the status of phenomena and whenever possible to draw valid general conclusions from the facts discovered.

3.3 Study Population

According to Kothari, (2004) a population is referred to as the total of items about which information is required. The population of the study was the approximate three staff from each civil society organizations and the community based organizations working together with Plan international in the implementation of community development projects in Homa Bay Town sub-county. It is estimated plan has actively engaged three/staff from the partner organizations. Information obtained from Plan International revealed that they work with a total of 51 partner organizations in the day to day implementation of various project activities. The researcher targeted three people in each of the 51 organizations; this gave a population of 153 people/staff.

3.4 Sampling Sample Size and Sampling Techniques

3.4.1 Sample Size

The study applied Sekeran (2003) sample determination table shown in appendix II to determine the sample from the population. Given a population of 153 people, the sample size according to the pre-calculated table by Sekaran was be 113 respondents. The researcher therefore picked the 113 respondents from the partner organizations.

3.4.2 Sampling Procedure

The researcher applied a simple random sampling to select the 113 respondents. The researcher developed a sample frame list of 153 people from the 51 organizations who have often represented their organization in stakeholder for with Plan. The selection criteria was such that those staff/volunteer who have been partnering with Plan in the implementation of community of community development projects six months preceding the study was eligible. This is to ensure

that the respondents have adequate knowledge to respond to the questions. The researcher then used SPSS to randomize the names and pick 113 names; they were then be approached for administration of the questionnaire.

3.5. Research Instruments

The study used questionnaires to collect primary data. Studies by (Bowling, 1997) revealed that the use of questionnaire for survey research was the best instrument for collecting data because as surveys are normally carried out in natural settings, questionnaire increases the external validity of the study.

The questions were developed based on information and experiences derived from review of literature on stakeholder participation in community development projects. The selection of the tool was guided by the nature of the data to be collected, availability of such data as well as the objective of the study. The questionnaire was used since the study is concerned mainly with variables which could not be observed directly such as views, opinions and the population is literate and was not have difficulty in responding to the questions.

The questionnaire has five sections, section A is on Demographic data, section B passive participation among stakeholders and sustainability of community development projects, section C is on interactive participation among stakeholders and sustainability of community development projects ,section D is on functional participation among stakeholders and sustainability of community development projects, section E is optimum participation among stakeholders and sustainability of community development projects. The researcher also tested on the dependent variable in section F; sustainability of community development implemented by Plan International in Homa Bay Town Sub-County.

3.5.1 Pilot testing of Questionnaires

Piloting is a mini or preliminary study undertaken to establish the effectiveness of a study research instrument. Pretest a sample should be between 1% and 10% of the study sample size (Mugenda&Mugenda, 2003). Respondents during the pilot testing were picked from the nearby Rangwe Sub-county, the researcher picked 5 organizations that partner with Plan, which constituted 10% of the sample size.

3.5.2. Validity of the Instruments

Validity indicates the degree to which results obtained from the analysis of the data actually represent the phenomena under study (Mugenda&Mugenda, 2003). Data validity was tested by using the Content Valid Index (CVI). To achieve this, a copy of the questionnaire was distributed to the supervisors and field experts to rate the relevant items/questions in relation to the research objectives, the relevant questions were then be divided by the total number of items. Validity was tested as follows: $CVI = \text{Relevant Items} / \text{Total Number of Items}$.

Fisher (2004), indicates that for a research instrument to be valid, the CVI should be more than or equal to 0.7. The CVI for the study was calculated to be 0.76, this was an indication that the instrument would capture what it was intended for.

3.5.3 Reliability of the Instruments

According to Kasomo (2006), reliability refers to how consistent a research procedure or instrument is. It therefore means the measure of degree to which research instruments yields consistent results or data after repeated trials. The test re-test method was used to assess the reliability of the instruments. This involved administering the same questionnaires twice to 10

respondents in Homa Bay and correlating their responses independently. After administering the questionnaires, a correlation co-efficient was calculated using appropriate formula to establish the relationship between the two set of scores. Spearman's Brown Prophecy formula will be applied as shown below:

$$\text{Reliability of the entire test} = \frac{\text{Reliability of 0.5 test} (r)}{1 + \text{Reliability of 0.5 test} (r)}$$

$$1 + \text{Reliability of 0.5 test} (r)$$

Where r , is Coefficient of correlation

A coefficient of 0.7 and above would mean that the research instruments are reliable hence a display consistence in the research finding. The reliability test produces a coefficient of correlation of 0.81, this meant that the data collection instruments were reliable enough to give consistent findings.

3.6 Data Collection Procedures

According to McMillan and Schumacher, (1993), it is prudent to acquire consent from relevant authorities before embarking on data collection exercise. The researcher sought permit from the National Committee of Science, Technology and innovation, a letter of transmittal was also be obtained from the University of Nairobi and a subsequent one from Plan International, Homa Bay Program Unit. Upon visiting each location of implementation and organizations, the respondents was identified, introduction about the study was done and their informed consent to participate in the study was sought. All the instructions on how to complete the questionnaire was made clear to the respondents. The researcher dropped the questionnaire and make an appointment to pick the questionnaires after two days. Upon the third day after delivering the questionnaire the researcher visited the respondents and pick the questionnaires. On-spot checks was done to the questionnaires

to confirm whether they are completed well and accurately. Any question or clarification was done on any answer that is not clear. The researcher thanked the respondent for having participated in the study upon verifying that everything is fine.

3.7 Data Analysis

Once data is collected, it was checked for completeness, edited and cleaned. This involved making call backs for the questionnaires not filled in correctly. Quantitative data from the questionnaires was coded and then entered into the Statistical Product and Service Solutions (SPSS) software for analysis. Quantitative data was analyzed using frequencies, percentages and cross-tabulation. Chi-square p-value was used to test the significance of relationships between the independent and the dependent. The Spearman rank correlation co-efficient was used to test the direction and the magnitude of the relationships, this is because the researcher is using ordinal scale of measurement; the Likert Scale . The findings was presented in tables and narrations. Qualitative data from the open ended items was analyzed through content analysis; organizing based on the emerging themes.

3.8 Ethical Considerations

Permission to conduct the study was obtained from the University of Nairobi, Ministry of Higher Education through the department for National Council of Science and Technology Innovation and Plan International. Respondents' informed consent was obtained verbally either in English, Kiswahili or Dholuo. To ensure confidentiality, interviews was conducted in private areas and strict control was maintained over data collected. Respondents' personal identifiers were not be taken for the purpose of the study. The study did not have any risk to the participant since the kind of questions that was asked were neither be personal nor sensitive. There won't be direct benefit

to the respondents; however, the study findings will be useful in promoting acceptable stakeholder participation practices for sustainable programming.

3.9 Operational Definition of Terms

Objectives	Indicators	Instrument	Level of measurement	Data Analysis Technique
To determine the influence of passive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County	Information sharing Legitimization/rubber stamping Intermittent engagement	Questionnaire	Ordinal	Frequency Mean Standard Deviation Spearman Correlation X ² p-value
To examine the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County	Action planning Control over decisions Structured learning	Questionnaire	Ordinal	Frequency Mean Standard Deviation Spearman Correlation X ² p-value
To establish the influence of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County	Group formation Committee formation Goal setting	Questionnaire	Ordinal	Frequency Mean Standard Deviation Spearman Correlation X ² p-value
To find out the influence of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town.	Analysis of participation context Analysis of participation effectiveness Control over operations.	Questionnaire	Ordinal	Frequency Mean Standard Deviation Spearman Correlation X ² p-value

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter analyzes the data collected from the respondents, presents and interprets and discusses it. The chapter comprises the questionnaire response rate and objective specific themes. The subsections here include: Demographic information, Passive participation and Project Sustainability Interactive participation and Project Sustainability, Functional participation and Project Sustainability and Optimal participation and Project Sustainability.

4.2 Response Rate

The researcher worked out the response rate and the findings presented in Table 4.1

Table 4:1: Age of the respondents

Sample size	Respondents interviewed	Percent
113	103	91.15

A response rate of 91.15% was represented from 103 respondents reached and interviewed out of the targeted 113 stakeholders targeted in the study. This was considered very good for analysis. The high response rate was attributed to the good working relationship the researcher had with the stakeholders. A response rate of 50% was considered adequate for analysis and reporting, 60% is good and that of 70% and above is very good (Mugenda&Mugenda, 2003).

4.3 Demographic Information

This section analyses, presents and interprets the findings on the respondent's age in completed years, their gender, level of education, name of and position in organization working with, how long they have worked for the organization, how long, how often and in what program areas the organization has engaged with Plan.

4.3.1 Age of the respondents

The respondents were asked to state their age in completed years. The results are as shown in table 4.2

Table 4:2: Age of the respondents

	Frequency	Percent
23-32	25	24.3
33-42	35	34
43-52	30	29.1
53-62	12	11.7
63-72	1	1
Total	103	100

The average age of the respondents was 40.63; the oldest respondent had 66 years with the youngest respondent having 23 years and a standard deviation of 4.820. Most of the respondents at 35(34%), were between ages 33-42 closely followed by 30(29.15) falling between 43-52 years, 25(24.35%) falling between 23-32 years, 12(11.7%) between 53-62 years with the least number of respondents falling between the ages 63-72 at 1(1.0%).

4.3.2 The respondents' gender

The respondents were asked to state their gender. The results are as shown in table 4.3

Table 4:3: The respondents' gender

	Frequency	Percent
Male	68	66.0
Female	35	34.0
Total	103	100.0

The males were the Most at 68(66.0%) with the females being the least at 35(34%).The respondents were selected randomly, this therefore implies that there were more male stakeholders that the female.

4.3.3 Level of education

The respondents were asked to state their level of education and the results are as shown in table 4.4

Table 4:4: Level of education

	Frequency	Percent
Post graduate	3	2.9
Graduate	15	14.6
Diploma	31	30.1
KCSE	54	52.4
Total	103	100.0

The highest level of education for the Most of the respondents was KCSE level at 54(52.4%), followed by Diploma holders at 31(30.1%), graduates at 15(14.6%) with the minority being post graduate holders at 3(2.9%).

4.3.4 Period worked for the organization

The respondents were asked to state how long they have worked for their organization and the results are as shown in table 4.5

Table 4:5: Period worked for the organization

	Frequency	Percent
1-5	36	35.0
6-10	53	51.5
11-15	12	11.7
Over 16	2	1.9
Total	103	100.0

The average number of years a student had worked for the organization that they were presently in was 7.35 years; the respondent who has worked long enough for the organization has done so for 31 years with one who has worked for a shortest time has worked for 1 year and a standard deviation of 4.820.

Most of the respondents at 53(51.5%), have worked for their organization for between 6-10 years at 36(35.0%) working for between 1-5 years , 12(11.7%) working for between 11-15 years with the least at 2(1.9%) working for over 16 years for the organization.

4.3.5 Period respondent's organization has engaged with Plan

The respondents were asked to state how long their organization has engaged with Plan and the results are as shown in table 4.6

Table 4:6: Period respondent's organization has engaged with Plan

	Frequency	Percent
1-5	40	38.8
6-10	49	47.6
11-15	8	7.8
Over 16	6	5.8
Total	103	100.0

The average number of years the respondent's organization has engaged with Plan was 7.01 years; 31 were the highest number of years the respondents' organization has engaged with plan with the minimum being one, the standard deviation was 4.872.

Most of the respondents at 49(47.6%) were those whom their organization has engaged with for long with plan for 6-10 years, closely followed by 40(38.8%) whom their organization has worked with plan for 1-5 years, 6(5.8%) for over 16 years with the least at 5(4.9%) having engaged with plan for between 11-15 years.

4.3.6 How often the respondent engages with Plan

The respondents were asked to state how often they engage with Plan and the results are as shown in table 4.7

Table 4:7: How often the respondent engages with Plan

	Frequency	Percent
Weekly	23	22.3
Monthly	20	19.4
Quarterly	28	27.2
Semi-annually	2	1.9
Annually	11	10.7
Other(Specify)	19	18.4
Total	103	100.0

Most of the respondents at 28(27.2%) stated that they engage with plan on a quarterly basis, 23(22.3%) on a weekly basis, 20(19.4%) on a monthly basis, 19(18.4%) engaging with plan on other basis apart from those mentioned above, 11(10.7%) annually with the minority at 2(1.9%) engaging with plan semi-annually.

4.3.7 Program of engagement with Plan

The respondents were asked to state what program areas they have engaged with Plan and the results are as shown in table 4.8

Table 4:8: Program of engagement with Plan

	Frequency	Percent
Child Protection program	52	50.5
Education program	23	22.3
Health program	4	3.9
Disaster management and resilience	3	2.9
Governance program	4	3.9
Child sponsorship	8	7.8
Other(Specify)	9	8.7
Total	103	100.0

Most of the respondents at 52(50.5%) engaged in child protection program with plan, 23(22.3%) education program, 9(8.7%) other programs apart from the stated above, 8(7.8%) child sponsorship, governance and health program both at 4(3.9%) with the minority at 3(2.9%) engaging in disaster management and resilience with plan.

4.4 Passive Participation of the stakeholders and project sustainability

This section analyses, interprets, presents and discusses findings on the first objective: To establish the influence of passive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County

4.4.1 Opinions on passive participation

This section presents the opinions on passive participation with regards to Plan's work. The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree; the means were calculated and interpreted. The responses 1-Strongly Disagree, 2-Disagree were aggregated to disagree and 4-Agree and 5-Strongly Agree aggregated to a new category Agree. The results are as shown in table 4.9

Table 4:9: Views on passive participation

Statements	Disagree (%)	Neutral (%)	Agree (%)	Mean	SDP-value
Plan gives us an opportunity to give our opinion on what projects are to be implemented, how and with who	24(23.3%)	14(13.6%)	65(63.3%)	3.35	1.161 0.032
Plan only shares with us information on decisions already taken	37(35.9%)	16(15.5%)	50(48.6%)	3.36	1.275 0.012
We are often engaged to legitimize/rubberstamp decisions already takes as opposed to actively participating in the same	45(43.7%)	21(20.4%)	37(35.9%)	3.47	1.074 0.000
The engagements are often intermittent engagement and only happens when Plan deems necessary	32(31.1%)	20(19.4%)	51(49.5%)	3.57	1.231 0.000
Our opinions on choice of project and manner of implementation rarely counts	36(35%)	22(21.4%)	45(43.7%)	3.55	1.210 0.036
Averages	35(33.8%)	19(18%)	49(48.2%)	3.46	0.016

Most of the respondents stated that Plan gave them an opportunity to give their views on what projects are to be implemented and with who at 65(63.3%), Mean=3.35, SD=1.161), 24(23.3%), stated that Plan did not give them an opportunity to give their views on what projects are to be implemented, how and with who with the minority at 14(13.6%) were undecided whether Plan does or doesn't give them an opportunity to give their views on what projects are to be implemented and with who. There was significance relationship between opportunity to give views on what projects are to be implemented and sustainability of community development projects $p=0.032$. The findings of this study is divergent to those of Mwobobia (2011) who established that community members are never adequately involved in resource mobilization for the execution of the project. Consequently they contributed minimally; small quantities are man power, raw materials and financial resources. This has led to negative effects on the sustainability of projects within Embu County.

It was popular among the respondents at 50(48.6%), Mean=3.36, SD=1.275) that Plan only shares with them information on decisions already taken, 37(35.9%) stated that Plan does not only share with them information on decisions already taken with the minority at 16(15.5%) not decided whether Plan only shares with them information on decisions already taken or it does share with them before decisions are taken. There was significance relationship between information sharing when decisions are already taken and sustainability of community development project, $p=0.012$. The findings of the study diverge with the findings of Mwobobia (2011) who established that specifications of the projects are not written in consultation with the community members and that their decision were not taken into account.

Most of the respondents at 45(43.7%), Mean=3.47, SD=1.074 stated that they are not often engaged to legitimize/rubberstamp decisions already takes as opposed to actively participating in

the same, 37(35.9%) stated that they are often engaged to legitimize/rubberstamp decisions already takes as opposed to actively participating in the same with the least at 21(20.4%) undecided whether they are often engaged to legitimize/rubberstamp decisions already takes as opposed to actively participating in the same or are not engaged. There was a relationships between the engagement on legitimizing/rubberstamping decisions already taken and sustainability of community development, $p < 0.001$. The findings of the study diverged with the assertions of Chifamba (2013), beneficiaries of community development have been seen as consumers of service, and their role in rural development has been accorded less importance. That community participation has been limited to consultation and rubberstamping of decisions already taken.

It was popular among 51(49.5%), Mean=3.57, SD=1.231) respondents that the engagements are often intermittent engagement and only happens when Plan deems necessary, 32(31.1%) were opposed and the minority at 20(19.4%) undecided. There was a significant relationship between intermittent engagement that only happens when Plan deems necessary and the sustainability of community development projects, $p < 0.001$. The findings of the study showed that the stakeholders are not adequately engaged this converges to the findings of Golicha (2010) who established that the level of participation of the stakeholders was not adequate in the most important stages of project formulation, design and implementation. This would have a negative effect on the project sustainability.

Most of the respondents at 45(43.7%), Mean=3.55, SD=1.210) stated that their opinions on choice of project and manner of implementation rarely counted, 36(35%) stated that their opinions on choice of project and manner of implementation counted and the least at 22(21.4%) undecided whether their opinions on choice of project and manner of implementation counted or did not count. There was significant relationship between incorporation of stakeholders' ideas on choice

and implementation of projects and sustainability of community development projects, $p=0.036$. Overall, Most of the respondents at 49(48.2%), Mean=3.46, $p=0.016$) agreed that aspects of passive participation was present in their engagement with Plan. The findings of this study converged with the assertions of Chifamba (2013) that Community members are usually going through an empty ritual of participation, thus they have no real power to influence the outcome of community development projects ;this is strong indication of passive participation.

4.4.2 Correlation between passive participation and Project Sustainability

The researcher did a spearman correlation between passive participation among stakeholders and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. The results are as shown in Table 4.10

Table 4:10: Correlation between passive participation and Project Sustainability

		Project Sustainability	Passive participation
Spearman's rho	Project Sustainability	1.000	-.043
	Correlation Coefficient		
	Sig. (2-tailed)	.	.666
	N	103	103
	Passive participation	-.043	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.666	.
	N	103	103

It was established that there was a weak and insignificant negative association between passive participation among stakeholders on and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County Spearman's rho=-

0.043,p=0.666,CI=99%.This meant that the more the stakeholders participated passively the less sustainable the projects were.

4.5 Interactive participation by Stakeholders and Project Sustainability

This section analyses, presents and interprets and discusses the findings for the second objective of the study: To establish the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County

4.5.1 Opinions on interactive participation

The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree,2-Disagree, 3-Neutral,4-Agree and 5-Strongly Agree; frequencies, percentages, the means and p-values were calculated and interpreted . The responses 1-Strongly Disagree,2-Disagree were aggregated to disagree and 4-Agree and 5-Strongly Agree aggregated to a new category Agree. The results are as shown in table 4.9 The responses are as shown in table 4.11

Table 4:11: Opinions on interactive participation

Statements	Disagree (%)	Neutral (%)	Agree (%)	Mean	SD	P-value
Our interaction with Plan is often engaging and collaborative	10(9.7%)	3(2.9%)	90(87.3%)	3.95	1.033	0.000
We have control over decisions whenever we engage with Plan	40(38.8%)	14(13.6%)	49(47.5%)	3.09	1.408	0.000
Whenever we pass a decision, it is often upheld and implemented by Plan	26(25.2%)	17(16.5%)	60(58.2%)	3.45	1.186	0.000
Our engagement with Plan is systematic and promotes structured learning	11(10.7%)	11(10.7%)	81(78.6%)	3.97	1.033	0.000
We are often engaged by Plan in all that they do with the project beneficiaries	28(27.2%)	12(11.7%)	63(61.2%)	3.29	1.355	0.000
Average	23(22.3%)	11(11%)	69(66.7%)	3.55	-	0.000

It was popular among (90(87.3%), Mean=3.95, SD=1.033) of the respondents that their interaction with plan was often engaging and collaborative, 10(9.7%) stated that their interaction with plan did not often engaging and un-collaborative with the minority at 3(2.9%) undecided whether their interaction with plan is either engaging or not. There was significant relationship between collaborative engagement with Plan and project sustainability, $p < 0.001$. The findings of this diverge with those of Masanyiwa and Kinyashi (2008) who established that participation was not engaging ;the nature and extent of participation for the Most of local communities in both programs is generally limited to information giving, consultation and contribution. That local communities are generally not actively involved in decision making, planning, monitoring and evaluation processes.

Most of the respondents at 49(47.5%), Mean=3.09, SD=1.408) stated that they have control over decisions whenever they engage with Plan, 40(38.8%) stated that they did not have control over decisions whenever they engage with Plan and the least at 14(13.6%) undecided whether they have or lack control over decisions whenever they engage with Plan. There was a significant relationship between having control over decisions whenever stakeholders engage with Plan and the sustainability of community development projects, $p < 0.001$. The findings of the study was supported by those of Chifamba (2013) who revealed that there is relatively low degree of community influence or control over projects in which community members participate, especially given that the services are controlled by people or who are not poor or recipients of services. This compromised the sustainability of community developments projects.

It was also popular among 60(58.2%), Mean=3.45, SD=1.186) respondents that whenever they pass a decision, it was often upheld and implemented by, 26(25.2%) stated that whenever they pass a decision, it was not often upheld and implemented, with the minority at 17(16.5%)

undecided whether their decision was often upheld or not and implemented by Plan whenever they pass it. There was a significant relationship between s often upholding decisions of stakeholders and sustainability of community development projects, $p < 0.001$. This differed with the findings of Masanyiwa and Kinyashi (2008) who did a study on World Vision Project interventions and established that that participation was is generally limited to ‘contribution’ and therefore not ‘empowering’ to the local communities to take control of the development process. The communities were not able to make decisions or if they did, it was not taken seriously.

Most of the respondents at (81(79.6%), Mean=3.97, SD=1.033) stated that their engagement with Plan was systematic and promotes structured learning with the minority both at 11(10.7%) stated that their engagement with Plan was not systematic and does not promote structured learning same other 11(10.7%) respondents were undecided. There was a significant relationship between systematic engagement and learning and sustainability of community development projects, $p < 0.001$

Most of the respondents at 63(61.2%), Mean=3.29, SD=1.355) stated that they are often engaged in action planning by Plan and in all that they do with the project beneficiaries, 28(27.2%) had a contrary views while the minority at 12(11.7%) undecided whether they are often engaged in action planning by Plan in all that they do with the project beneficiaries or not. There was a significant relationship between engaging stakeholders in action planning and sustainability of community development projects, $p < 0.001$. The findings of the study contradicted those of Mwobobia (2011) where it was established that stakeholders were not involves in some aspects of the project cycle. Community members were not involved in monitoring process. This has led to late completion of projects, inefficiency use of project resources and lack of satisfaction of client (community members) in all aspects expected. This has led to negative effects on project

sustainability. Overall, preponderance of the respondents at 69(66.7%), Mean=3.55, p=0.000) were for the idea that various aspects of interactive participation was present in their engagement with Plan.

4.5.2: Correlation between interactive participation and Project Sustainability

The researcher did a spearman correlation between interactive participation among stakeholders on and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County

Table 4:12: Correlation between interactive participation and Project Sustainability

			Project Sustainability	Interactive participation
Spearman's rho	Project Sustainability	Correlation Coefficient	1.000	.365**
		Sig. (2-tailed)	.	.000
		N	103	103
	Interactive participation	Correlation Coefficient	.365**	1.000
		Sig. (2-tailed)	.000	.
		N	103	103

It was determined that there was a moderate significant positive correlation between the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's rho= 0.365, p=0.000, CI=99%.This meant that the interactive participation of the stakeholders influenced the sustainability of community development projects.

4.6 Functional participation by stakeholders and project sustainability

This section analyses, interprets, presents and discusses findings on the third objective: To establish the influence of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.

4.6.1 Opinions on functional participation

This section presents the opinions on functional participation with regards to Plan's work. The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree. At analysis, the responses 1-Strongly Disagree, 2-Disagree were aggregated to disagree and 4-Agree and 5-Strongly Agree aggregated to a new category Agree, the means were calculated and interpreted. The results are as shown in table 5.1

Table 4:13: Opinions on functional participation

Statements	Disagree (%)	Neutral (%)	Agree (%)	Mean	SD	P-value
We have been able to form interest groups through which we engage with Plan for greater bargain	26(25.3%)	10(9.7%)	67(65.1%)	3.46	1.327	0.000
We have at times formed committee through which we engage with Plan for greater bargain	19(18.4%)	10(9.7%)	74(71.8%)	3.66	1.201	0.000
Our engagement with Plan is alive and we are able to engage anytime we feel there is need	14(13.6%)	18(17.5%)	71(69%)	3.81	1.138	0.000
Ideas and decisions on what Plan does generated from the stakeholders and especially the project beneficiaries	25(24.3%)	11(10.7%)	67(65%)	3.49	1.267	0.000
We are engaged in objective and goal setting activities in the organization	25(24.3%)	13(12.6%)	65(63.1%)	3.44	1.218	0.000
Average	22(21%)	12(12%)	69(67%)	3.57		0.000

Most of the respondents at (67(65.1%), Mean=3.46, SD=1.327) stated that they have been able to form interest groups through which they engage with Plan for greater bargain, 26(25.3%) stated that they have not been able to form interest groups through which they engage with Plan for greater bargain and the least at 10(9.7%) undecided whether they have been able or not able to form interest groups through which they engage with Plan for greater bargain. There was a significant relationship between formation of interest groups through which to engage Plan and sustainability of community development projects, $p < 0.001$. Zazueta, (1994) observed that over the past three decades, many development projects and programs have failed where activities have been designed with little or no reference neither to people's needs or priorities, nor to their knowledge and skills. Stakeholders have therefore devised mechanisms of having greater voice by forming interest groups

It was also popular among Most of the respondents at (74(71.8%), Mean=3.66, SD=1.201) that they have at times formed committee through which they engage with Plan for greater bargain, 19(18.4%) stated that they have not formed committees through which they engage with Plan for greater bargain and the least at 10(9.7%) undecided whether they have at times formed committee through which they engage with Plan for greater bargain or not. There was a significant relationship between formation of committees with which to engage Plan and sustainability of community development projects, $p < 0.001$

Most of the respondents at 71(69%), Mean=3.81, SD=1.138) stated that their engagement with Plan was alive and they are able to engage anytime they felt there was need, 18(17.5%) were uncertain, the least at 14(13.6%) stating that their engagement with Plan was not alive and they were not able to engage anytime we feel there was need. There was a significant relationship

between engagement anytime there was need and the sustainability of community development projects, $p < 0.001$.

It was popular among 67(65%), Mean=3.49, SD=1.267, that ideas and decisions on what Plan did was generated from the stakeholders and especially the project beneficiaries, 25(24.3%) stated that ideas and decisions on what Plan does was not generated from the stakeholders and especially the project beneficiaries and the minority at 11(10.7%) unsure. There was a significant relationship between generation of ideas in a bottom up approach and the sustainability of community development projects, $p < 0.001$. The study by Mwobobia (2011) identified a gaps in the involvement of stakeholder in generating project ideas and recommended that there is a need to involve the community members at all phases of the project from the formulation, to planning, to implementation and finally to clean up phase of the project. That the 'stakeholder need analysis' need to be conducted to all projects to determine the needs and expectations of all the stakeholders including the community member through their participation.

Most of the respondents at (65(63.1%), Mean=3.44, SD=1.218) stated that they are engaged in objective and goal setting activities in the organization, 25(24.3%) stated that they are not engaged in objective and goal setting activities in the organization with the minority at 13(12.6%) undecided whether they were engaged in objective and goal setting activities in the organization or not engaged. A significant relationships was established between this aspect and sustainability of community development project, $p < 0.001$. The findings of the study diverged with the findings of Mwobobia (2011) that individuals involved in coming up with objectives of the project are the project managers, project sponsors and project workers. The community members are never involved in this exercise. Overall, A larger population of the respondents at 69(67%), Mean=3.57,

p=0.000), stated that various aspects of functional participation was present in their engagement with Plan.

4.6.2: Correlation between functional participation and Project Sustainability

The researcher did a spearman correlation between functional participation among stakeholders on and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County

Table 4:14: Correlation between functional participation and Project Sustainability

		Project Sustainability	Functional participation
Spearman's rho	Project Sustainability	1.000	.455**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	103	103
	Functional participation	.455**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	103	103

It was found out that there was a moderate significant positive correlation between the influences of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's rho= 0.455, p=0.000, CI=95%.This meant that the interactive participation of the stakeholders influenced the sustainability of community development projects. The findings of the study converges with those of Khwaja (2004) that greater community participation in non-technical decisions is associated with higher project outcomes and sustainability.

4.7 Optimal participation by stakeholders and project sustainability

This section analyses, interprets, presents and discusses findings on the fourth objective: To find out the influence of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County .

4.7.1 Opinions on Optimal participation

This section presents the optimal participation of the respondents with Plan. The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree,2-Disagree, 3-Neutral,4-Agree and 5-Strongly Agree. At analysis, the responses 1-Strongly Disagree,2-Disagree were aggregated to disagree and 4-Agree and 5-Strongly Agree aggregated to a new category Agree, the means were calculated and interpreted; the means were calculated and interpreted . The responses are as shown in table 4.15

Table 4:15: Opinions on Optimal participation

Statements	Disagree (%)	Neutral (%)	Agree (%)	Mean	SD	P-value
We often have room to analyze the participation context	25(24.3%)	19(18.4%)	59(57.3%)	3.35	1.161	0.000
Together with Plan, we often do an analysis of participation effectiveness and seek ways of improving it	26(25.3%)	48(46.6%)	63(61.2%)	3.36	1.275	0.000
In our engagements with Plan, we are given a certain degree of control over the operations	17(16.5%)	23(22.3%)	63(61.2%)	3.47	1.074	0.000
Our engagement with Plan is formalized and documented with roles well defined	21(20.4%)	18(17.5%)	63(61.4%)	3.57	1.231	0.001
Our opinions are respected and we engage as equal partners even when our resources base is varied	22(21.3%)	24(23.3%)	57(55.4%)	3.55	1.210	0.000
Average	21(20%)	24(23%)	58(57%)	3.46		0.000

Most of the respondents at (59(57.3%), Mean=3.35, SD=1.161) stated that they often have room to analyze the participation context, 25(24.3%) stated that they often lack room to analyze the participation context the least at 19(18.4%) undecided whether they had or lacked room to analyze the participation context. A significant relationship between this participation aspect and sustainability of community development projects, $p < 0.001$.

It was popular among (63(61.2%), mean=3.36, SD=1.275, of the respondents that together with Plan, they often do an analysis of participation effectiveness and seek ways of improving it, 48(46.6%) undecided whether together with Plan, they often do an analysis of participation effectiveness and seek ways of improving it or don't do analysis of participation together with plan and the minority at 26(25.3%) stated that together with Plan, they don't often do an analysis of participation effectiveness and seek ways of improving it. There was a significant relationship between this aspect of participation and sustainability of community development projects, $p < 0.001$.

Most of the respondents at (63(61.2%), Mean=3.47, SD=1.074, stated that in their engagements with Plan, they are given a certain degree of control over the operations, 23(22.3%) undecided whether in their engagements with Plan, they are given a certain degree of control over the operations or not given a certain degree of control over the operations and the least at 17(16.5%) stated that in their engagements with Plan, they are not given a certain degree of control over the operations. This presented a good opportunity for better development outcomes and sustainability of the projects. There was a significant relationship between this aspect of participation and sustainability of community development projects, $p < 0.001$. A study by Narayan (1995) established that it was when people were involved in decision-making during all stages of the

project, from design to maintenance that the best results occurred. If they were just involved in information sharing and consultations, then results were much poorer.

Most of the respondents at 63(61.4%), Mean= 3.57, SD=1.231) stated that their engagement with Plan was formalized and documented with roles well defined, 21(20.4%) stated that their engagement with Plan was not formalized and documented with roles not well defined and the minority at 18(17.5%) uncertain. There was a significant relationship between formalization and documentation of community development projects and sustainability of community development projects, $p=0.001$

It was popular among 57(55.4%), Mean=3.55, SD=1.210 that their opinions are respected and are engage as equal partners even when their resources base is varied, 24(23.3%) undecided whether their opinions are respected and are engaged as equal partners even when their resources base is varied or not respected, 22(21.3%) stated that that their opinions are not respected and are not engaged as equal partners even when their resources base is varied. There was a significant relationship between respect for and equal engagement of partners and sustainability of community development projects, $p<0.001$. The findings of the study diverged with the findings of Masanyiwa and Kinyashi (2008) who established that poverty was the main factor limiting local communities' participation; stakeholders with minimal resources were engaged to a lesser extent. Overall, it was popular among (58(57%), Mean=3.46, $p=0.000$), that various aspects of optimal participation was present in their engagement with Plan.

4.7.2: Correlation between optimal participation and Project Sustainability

The researcher did a spearman correlation between Optimum participation among stakeholders on and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County

Table 4:16: Correlation between optimal participation and Project Sustainability

		Project Sustainability	Optimum participation
Spearman's rho	Project	1.000	.382**
	Sustainability	.	.000
		N	103
	Optimum participation	.382**	1.000
		Sig. (2-tailed)	.000
		N	102

It was found out that there was a moderate significant positive correlation between the influences of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's rho= 0.382, p=0.000, CI=95%. This meant that the optimum participation of the stakeholders influenced the sustainability of community development projects. The findings of the study converge with those of Ofuoku (2011) who established that there was a significant relationship between functional participation and sustainability of water projects (r-cal= 0.652 and r-critical = 0.632).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the main study, conclusions, recommendations arrived at and contribution to body of knowledge. It also gives suggestions for further research.

5.2 Summary of Findings

The first objective was to determine the influence of passive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.

Most of the respondents stated that Plan gave them an opportunity to give their views on what projects are to be implemented and with who at 65(63.3%), Mean=3.35, SD=1.161), 24(23.3%) said otherwise while the minority at 14(13.6%) were undecided. It was popular among the respondents at 50(48.6%), Mean=3.36, SD=1.275) that Plan only shares with them information on decisions already taken, 37(35.9%) stated that Plan does not only share with them information on decisions already taken with the minority at 16(15.5%) not decided .Most of the respondents at 45(43.7%), Mean=3.47, SD=1.074 stated that they are not often engaged to legitimize/rubberstamp decisions already takes as opposed to actively participating in the same, 37(35.9%) affirmed with 21(20.4%) being undecided. It was popular among 51(49.5%), Mean=3.57, SD=1.231) respondents that the engagements are often intermittent engagement and only happens when Plan deems necessary, 32(31.1%) stated that that the engagements are not often intermittent engagement and does not only happen when Plan deems necessary and the minority at 20(19.4%) were undecided.

Most of the respondents at 45(43.7%), Mean=3.55, SD=1.210) stated that their opinions on choice of project and manner of implementation rarely counted, 36(35%) stated that their opinions on choice of project and manner of implementation counted and the least at 22(21.4%) were undecided. Overall, Most of the respondents at 49(48.2%), Mean=3.46, p=0.016) agreed that aspects of passive participation was present in their engagement with Plan. It was established that there was a weak and insignificant negative association between passive participation among stakeholders on and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County Spearman's $\rho = -.043, p = 0.666, CI = 99\%$. This meant that the more the stakeholders participated passively the less sustainable the projects were.

The second objective was to examine the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. It was popular among 90(87.3%), Mean=3.95, SD=1.033) of the respondents that their interaction with plan was often engaging and collaborative, 10(9.7%) had a contrary views with the minority at 3(2.9%) being undecided. Most of the respondents at 49(47.5%), Mean=3.09, SD=1.408) stated that they have control over decisions whenever they engage with Plan, 40(38.8%) had divergent views while 14(13.6%) were undecided. It was also popular among 60(58.2%), Mean=3.45, SD=1.186) respondents that whenever they pass a decision, it was often upheld and implemented by Plan as 26(25.2%) opposed 17(16.5%) were undecided. Most of the respondents at 81(79.6%), Mean=3.97, SD=1.033) stated that their engagement with Plan was systematic and promotes structured learning with the minority both at 11(10.7%) said it wasn't systematic, 11(10.7%) respondents were undecided.

Most of the respondents at 63(61.2%), Mean=3.29, SD=1.355) stated that they are often engaged in action planning by Plan in all that they do with the project beneficiaries, 28(27.2%) had a

contrary views with the minority at 12(11.7%) undecided. Overall, preponderance of the respondents at 69(66.7%), Mean=3.55, $p=0.000$) were for the idea that various aspects of interactive participation was present in their engagement with Plan. It was determined that there was a moderate significant positive correlation between the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's $\rho=-.365$, $p=0.000$, CI=95%. This meant that the interactive participation of the stakeholders influenced the sustainability of community development projects initiated by Plan.

Objective three of the study sought to establish the influence of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Most of the respondents at 67(65.1%), Mean=3.46, SD=1.327) stated that they have been able to form interest groups through which they engage with Plan for greater bargain, 26(25.3%) were not able with 10(9.7%) being undecided. It was also popular among Most of the respondents at (74(71.8%), Mean=3.66, SD=1.201) that they have at times formed committee through which they engage with Plan for greater bargain, 19(18.4%) had not, 10(9.7%) were undecided. Preponderance at 71(69%), Mean=3.81, SD=1.138) stated that their engagement with Plan was alive and they are able to engage anytime they felt there was need, 18(17.5%), 14(13.6%) stated that their engagement with Plan was not alive and they were not able to engage anytime they felt there was need.

It was popular among 67(65%), (Mean=3.49, SD=1.267), that ideas and decisions on what Plan does was generated from the stakeholders and especially the project beneficiaries, 25(24.3%) had a differing views with the minority at 11(10.7%) being undecided. Most of the respondents at 65(63.1%), Mean=3.44, SD=1.218) stated that they are engaged in objective and goal setting

activities in the organization, 25(24.3%) had dissimilar opinions while the minority at 13(12.6%) were undecided. Overall, A larger population of the respondents at (69(67%), Mean=3.57, $p=0.000$), stated that various aspects of functional participation was present in their engagement with Plan.

The fourth objective was to find out the influence of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. It was popular among 63(61.2%), mean=3.36, SD=1.275, of the respondents that together with Plan, they often do an analysis of participation effectiveness and seek ways of improving it, 48(46.6%) were undecided with the minority at 26(25.3%) stated that together with Plan, they don't often do an analysis of participation effectiveness and seek ways of improving it. Most respondents at 63(61.2%), Mean=3.47, SD=1.074, stated that in their engagements with Plan, they are given a certain degree of control over the operations, 23(22.3%) undecided while 17(16.5%) opposed. Most of the respondents at 63(61.4%), Mean= 3.57, SD=1.231) stated that their engagement with Plan was formalized and documented with roles well defined, 21(20.4%) stated that their engagement with Plan was not formalized and documented with roles not well defined and the minority at 18(17.5%) undecided whether their engagement with Plan was formalized and documented with roles well defined or not.

It was popular among (57(55.4%), Mean=3.55, SD=1.210) that their opinions are respected and are engage as equal partners even when their resources base was varied, 24(23.3%) undecided whether their opinions are respected and are engaged as equal partners even when their resources base was varied or not respected, 22(21.3%) stated that that their opinions are not respected and are not engaged as equal partners even when their resources base was varied. .Overall, it was popular among (58(57%), Mean=3.46, $p=0.000$), that various aspects of optimal participation was

present in their engagement with Plan. It was found out that there was a moderate significant positive correlation between the influences of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's $\rho = -.382$, $p = 0.000$, $CI = 95\%$. This meant that the optimum participation of the stakeholders influenced the sustainability of community development projects.

5.3 Conclusion

Given the findings, the researcher came up with the following conclusions;

- i. It was concluded that there was a weak and insignificant negative association between passive participation among stakeholders on the sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.
- ii. It was also concluded that stakeholders were engaged passively on aspects of programming majorly as a buildup to higher level of participation.
- iii. It was deduced that there was a moderate significant positive correlation between interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.
- iv. The researcher also noted that interactive participation was a dominant way of engaging the project stakeholders.
- v. It was inferred that there was a moderate significant positive correlation between functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.
- vi. The researcher also inferred that functional participation was present but not as strong as the lower levels of participation

- vii. It was deduced that there was a moderate significant positive correlation between optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County.
- viii. The researcher deduced that slightly more than one half of the stakeholders were engaged optimally in the implementation of Plan's activities.

5.4 Recommendations

Given the conclusions, the following recommendations were arrived at

- i. Plan International needs to reduce the extent of engaging stakeholder passively in the project cycle, this will yield better sustainability outcomes.
- ii. Plan needs to enhance the extent of interactive participation with its stakeholders, this will function to strengthen their capacities in project cycle management hence greater sustainability for its projects
- iii. Plan international should strengthen functional participation among stakeholders for greater ownership of project activities and sustainability of its projects
- iv. Plan should enhance optimal participation to enable greater efficiency and effectiveness of programming as well as accountability among the stakeholders, this will be an assurance for project sustainability.
- v. Plan should equalize participation of the stakeholders throughout the continuum to avert the feeling that some stakeholders are more preferred than the others.

5.5 Contribution to Body of Knowledge

Objective	Contribution to body of knowledge
To determine the influence of passive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County	There was a weak and insignificant negative association between passive participation among stakeholders on and sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County Spearman's $\rho=-0.043$, $p=0.666$, $CI=95\%$.
To examine the influence of interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County	There was a moderate significant positive correlation between interactive participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's $\rho=0.365$, $p=0.000$, $CI=95\%$.
To establish the influence of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County	There was a moderate significant positive correlation between the influences of functional participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's $\rho=0.455$, $p=0.000$, $CI=95\%$.
To find out the influence of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town.	There was a moderate significant positive correlation between the influences of optimum participation among stakeholders on sustainability of community development projects implemented by Plan International in Homa Bay Town Sub-County. Spearman's $\rho=0.382$, $p=0.000$, $CI=95\%$.

5.6 Area for further Research

The study established that the levels of participation varied at the different stages of the project cycle, there is therefore need to investigate the influence of stakeholder participation in the project cycle on performance of community develop

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APPENDICES

Appendix I: Questionnaire for stakeholders

Dear Respondent my name is Faustin Ounoi Ochungu, I am a student at the University of Nairobi pursuing a master’s degree in Project Planning and Management. As part of the requirements I am carrying out a research to **INFLUENCE OF STAKEHOLDER PARTICIPATION ON SUSTAINABILITY OF COMMUNITY DEVELOPMENT PROJECTS IMPLEMENTED BY PLAN INTERNATIONAL IN HOMA BAY TOWN SUB-COUNTY.**

Your answers or responses will remain confidential and will not be shared with anyone outside this study. Your name will not appear on the survey.

SECTION A: DEMOGRAPHIC INFORMATION

1. State your age in completed years.....

2. State your gender
- a) Male
 - b) Female

3. What is your level of education
- a) Post graduate
 - b) Graduate
 - c) Diploma
 - d) KCSE

4. What is the name of your organization?
.....

5. What is your position in the organization?
.....

6. How long have you worked for the organization?

.....

7. For how long has your organization engaged with Plan?(Fill in completed years)

.....

8. How often do you engage with Plan?

(a) Weekly (b) Monthly (c) Quarterly d) Semi-annually (e) Annually

f) Other (specify).....

9. In what program areas have you engaged with plan?

a) Child protection program (b) Education program (c) Health program

d) Disaster management and resilience (e) Governance program

f) Child sponsorship g) Other (specify).....

In the coming sections, you have been given statements with regard to your level of participation in the projects implemented by Plan. Kindly pick a response that truly reflects on your opinion. **1 SD(Strongly Agree) 2 D(Disagree) 3 N(Neutral) 4 A(Agree) 5 SD(Strongly Disagree).**

	SECTION B: PASSIVE PARTICIPATION	1	2	3	4	5
		SD	D	N	A	SA
1	Plan do not give us an opportunity to give our opinion on what projects are to be implemented, how and with who					
2	Plan only shares with us information on decisions already taken					
3	We are often engaged to legitimize/rubberstamp decisions already takes as opposed to actively participating in the same					

4	The engagements are often intermittent engagement and only happens when Plan deems necessary					
5	Our opinions on choice of project and manner of implementation rarely counts					
	SECTION C:INTERACTIVE PARTICIPATION	1 SD	2 D	3 N	4 A	5 SA
1	Our interaction with Plan is often engaging and collaborative					
2	We have control over decisions whenever we engage with Plan					
3	Whenever we pass a decision, it is often upheld and implemented by Plan					
4	Our engagement with Plan is systematic and promotes structured learning					
5	We are often engaged in action planning by Plan in all that they do with the project beneficiaries					
	SECTION D:FUNCTIONAL PARTICIPATION	1 SD	2 D	3 N	4 A	5 SA
1	We have been able to form interest groups through which we engage with Plan for greater bargain					

2	We have at times formed committee through which we engage with Plan for greater bargain					
3	Our engagement with Plan is alive and we are able to engage anytime we feel there is a need					
4	Ideas and decisions on what Plan does generated from the stakeholders and especially the project beneficiaries					
5	We are engaged in objective and goal setting activities in the organization					
	SECTION E: OPTIMAL PARTICIPATION	1	2	3	4	5
		SD	D	N	A	SA
1	We often have room to analyze the participation context					
2	Together with plan, we often do an analysis of participation effectiveness and seek ways of improving it					
3	In our engagements with Plan, we are given a certain degree of control over the operations					
4	Our engagement with plan is formalized and documented with roles well defined					
5	Our opinions are respected and we engage as equal partners even when our resource base is varied					

	SECTION F:PROJECT SUSTAINABILITY	1	2	3	4	5
		SD	D	N	A	SA
1	The projects implemented by Plan are financially and socially viable					
2	The projects implemented by Plan have extended value/benefit to the beneficiaries					
3	The projects implemented by Plan continues operating even 5 years after donor funding ceases					
4	Considerably large number of people continue to benefit from the project after donor funding ceases					
5	The scope of operation of the project often remain the same or expand after donor funding ceases					

Appendix II: Sample determination table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Sekaran (2003)