

**FACTORS INFLUENCING SUSTAINABILITY OF  
COMMUNITY BASED PROJECTS: A CASE OF  
HEALTH PROJECT IN GARISSA COUNTY**

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**DECLARATION**

I hereby declare that the work contained in this research project report is my original work and has not been presented in any other university for a degree.

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## **DEDICATION**

I dedicate this project research study to my loving family, for always being with me throughout my academic journey. All that I am, I owe to you all. Thank You.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CBPs</b>	Community Based Projects
<b>CDF</b>	Constituency Development Fund
<b>CDPs</b>	Community Development Projects
<b>FBOs</b>	Faith Based Organization
<b>NGOs</b>	Non-Governmental Organizations
<b>SCBD</b>	Sustainable Community Development Projects
<b>SD</b>	Standard Deviation
<b>SPPSS</b>	Statistical Package for Social Sciences
<b>M&amp;E</b>	Monitoring and Evaluation

## ABSTRACT

With an agenda of fighting poverty at the grass root, many donors and facilitators are opting to channel their funding through Community Based Projects (CBPs). These CBPs have a gestation period or life-span in all the areas or communities. This study was motivated by the fact that there are numerous efforts in the recent past of phasing out the community based projects but there is failure on the part of the communities in managing or sustaining the projects soon after the donors' leaves. The research was set out to find out factors that affect the sustainability of CBPs in Garissa County. The objectives of the study were; to establish the influence of community participation on sustainability of community based projects a case of health project in Garissa County, to assess the influence of geographical factors on sustainability of community based projects a case of health project in Garissa County, to establish the influence of project implementers on sustainability of community based projects a case of health project in Garissa County, and to examine the influence of monitoring and evaluation on sustainability of community based projects a case of health project in Garissa County. The researcher used descriptive analysis and both qualitative and quantitative data was collected. The target population was the CBPs managers, project donors and facilitators and the projects beneficiaries. The total target population was 1045 respondents. This study adopted the stratified sampling technique. The sample population size (n) was 204 respondents. The data was collected using a self-administered questionnaire and an interview guide. The primary data was analyzed through Statistical package for Social Sciences (SPSS) as the most suitable analysis tool. The statistics derived mean, standard deviation and variance. The study found that the community participation influence sustainability of community based projects in Garissa County. In any community development there is need for cooperation between the organization and the community. The study further found that to a great extent that caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because projects depend heavily on environment for their sustainability. The most pronounced geographical factors involve the natural resources and environmental aspects such as climate change. The study found that controller and implementers of the community based projects led by the donors, CBOs and NGOs have a major bearing on the sustainability of community based projects. Stakeholders, project staff, the community, and other resources are engaged in planning for project sustainability to achieve a successful outcome. In addition the study found that projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability. The study also established that monitoring and evaluation of projects influence sustainability of community based projects in Garissa. The study concluded that the community participation influence sustainability of community based projects in Garissa County. The study concluded that geographical factors in the environment affect the sustainability level of community based projects. The study recommended that Project managers in charge of CBPs should ensure that their operations and daily routine are not interfered by politicians and other leaders. Politicians use such organizations as battle fields that fuel envy and hatred among communities.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the study**

Sustainable development is a concept that is used in our daily talks but difficult to define. The Brunt land Commission memorably defined it in its 1987 report (Our Common Future) as “development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs (World Bank, 2005). Most authors perceive Sustainable Community Based Development Project differently. Roy (2003) viewed development as for the people and by the people. His argument was that, the essence of sustainable development is determined by the people, which can be attributed to change of peoples’ attitudes, leading to a change in their habits.

It took many years of intensive work to reach a global consensus on the elements of sustainable development, but it was finally achieved in 1995 at the World Summit on Social Development. This definition brought together what is popularly known as the three Es; Environment, Economy and Equity. In this context the main concern in characterizing a sustainable development was that which had a capacity to help the poor maintain and improve their natural capital (natural resources), while developing their human capital (human resource development). Such a development was also required to have the capacity to develop human made capital (investments infrastructure and directly productive capital goods), and social capital (the institutional and cultural bases and political systems that make a society function) (Celliso and Jean-Louis, 2004). With this

diversity Robert (2003) argued that, sustainability is an essentially vague concept, and it would be wrong to think of it as being precise, or capable of being made precise.

Morris and others (1999), in their study of the Plandero anti-poverty program to increase the incomes of the rural poor in western Honduras, found out that better-off areas were the most likely to receive program assistance, and the most deprived areas were the least likely. They argue that the weak targeting was due to the project's implementation schedule, its rate of return criteria, and an evaluation strategy that emphasized economic results for beneficiary farmers. These jointly created an incentive to select areas that were easily reached which typically tended to be better-off areas and to target project benefits to better-off households within these areas because they tended to be the most credit worthy and most able to absorb project funds.

In Kenya, an estimated two million people are being positively impacted by community based projects efforts. The focus of community based projects has included interventions in education, water, sanitation, health care, agriculture, spiritual nurture, community capacity building as well as microenterprise development (Kenya National Profile, 2001). Community based development projects are planned for a certain period of time called gestation period or life-span after which they come to an end and the community is expected to continue running the project and make them self-sustaining.

Government organs and NGOs in partnership with communities do establish community based development projects. However, the project activities collapse following the phase-out of funders support. A World Vision (2009) evaluation report analysis show that, most community development projects have failed to sustain themselves, become self-reliant

and the communities have failed to continue running them after funding organizations withdraw their support. Some factors which should have been worked out, in order to stop this trend of projects collapsing are not done despite support being meant for a specified period with the objective of making the projects self-reliant.

Political economy considerations and perverse incentives created by project performance requirements can also result in poor targeting. Ravallion (2000) noted that a desire to ensure a broad geographic spread of participants can weaken pro-poor geographic targeting. Jalan and Ravallion (2003) also noted that social networks were a crucial determinant of who benefited from the workfare program. They argue that this can be corrected in the design of the program by offering a wage low enough to discourage wealthier members of the community from participating (Gachuki, 1982).

Garissa County is prone to abject poverty mainly attributed to long dry spells leading to failure in most community projects. Many community based projects facilitators and donors have initiated several community based projects in the district as an intervention measure. These community based projects include: World Vision, Care International, IRC, Red Cross, Action aid and Islamic relief. Initiated projects by these community based projects include health facilities that offer health services to the citizens. Therefore this location is expected to be ideal for this kind of study. This study will therefore look at factors affecting the sustainability of community based projects in Garissa County after phasing-out and the issues that contribute to lack of sustenance and thereafter make necessary recommendations on how the projects can be managed by the communities.



## **1.2. Statement of the Problem**

Community based projects consistently use social impact assessments and in country situation evaluations as a means to advocate for citizens and minority groups, to fund projects aimed at improving the standard of living for the communities in which they work. However, community based projects not having the money and standing as the governments that they oppose, they must rely on generous donors to fund such assessment which is an enterprise which can be filled with pitfalls and ethical dilemmas. Ethical dilemmas between donors and community based projects implementing programs as desired and needed versus fulfilling donor requests are evident. Ethical conflicts and concerns have been raised (Welch, 2001.pg 20). These donations in return influence program development resulting in closure and redirection of programs.

Community based projects which have been phased-out, have had major impacts on the community members' overall living standards. This is attributed to them not becoming self-reliant (Blank, 2003). This may be due to poor management and not achieving sustainability by the community members as noted by. The new community based projects being initiated now are likely to join the graveyard path of other community based projects (CBPs) in failing to impact community beyond the planned intervention phase. Those that plan these community based projects may systematically fail to work out their sustainability as evidenced by many stalled projects in the district. This is a worrying trend in a district riddled with high levels of poverty, unemployment and poor infrastructure leading to underdevelopment. Therefore, this study was set out to

investigate factors affecting sustainability of Community based projects with a particular emphasis on community based projects in Garissa County in order to generate knowledge that will not only improve the sustainability of community based projects but also increase access to infrastructure and development.

### **1.3 Purpose of Study**

The purpose of this study will be to investigate the factors influencing sustainability of community based projects: a case of health project in Garissa County.

### **1.4 Objectives of the Study**

The study was guided by the following specific objectives:

- i. To establish the influence of community participation on sustainability of community based projects a case of health project in Garissa County, Kenya
- ii. To assess the influence of geographical factors on sustainability of community based projects a case of health project in Garissa County, Kenya
- iii. To establish the influence of project implementers on sustainability of community based projects a case of health project in Garissa County, Kenya
- iv. To examine the influence of monitoring and evaluation on sustainability of community based projects a case of health project in Garissa County, Kenya

### **1.5 Research Questions**

The study sought answers to the following research questions:

- i. How does community participation influence community participation on sustainability of community based projects a case of health project in Garissa County, Kenya?

- ii. How does geographical factors influence sustainability of community based projects a case of health project in Garissa County, Kenya?
- iii. What ways does project implementers influence project implementers on sustainability of community based a case of health project in Garissa County, Kenya?
- iv. What is the effect of monitoring and evaluation on sustainability of community based projects a case of health project in Garissa County, Kenya?

### **1.6 Significance of the Study**

The frequency of instant sluggish of community based development projects has come to light in the recent past with the obviously, increasing concern and frustration on the non-sustainability of the projects by the facilitating organization (NGOs) and the Support Offices (donors) with the inclusion of the communities themselves. It is now of vital importance to identify factors that impede sustainability of these projects and the best strategies to employ to make them sustainable after phasing-out. If the identified constraints can be eased and obstacles removed, then conditions for community development project sustainability, such as ownership could be established and community developmental activities sustained for future developments.

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 in Kenya. To the Government of Kenya, the study findings and policy implications thereof are of significance in as far as enhancing development and improving community participation in CBD projects. This study also points to areas that Kenya's development partners should improve on in line with their international

commitments on effective community participation. The study may also be bound within the boundaries of Garissa County and projects outside the County may not be included in this study.

This study may make a great contribution to community based projects facilitators as it will bring out issues learnt and challenges encountered and make recommendations on how the community based development projects can be made sustainable after phasing-out. The study may show the benefits of making the community development projects self-managing, self-dependent and self-sustaining.

### **1.7 Limitation**

Various challenges anticipated included; data collection which was difficult in the case where the respondents were not willing to cooperate. The respondents were assured that the data collected was for academic purposes only and confidentiality was maintained. The respondents may not fully answer the questions in the questionnaire satisfactorily and this may affected the analysis of data. To avoid this researcher explained the importance of the research to the respondents and why they should fill in the questionnaires. This avoided the doubt in the case where the respondents might think their confidentiality is being exposed.

### **1.8 Delimitations of the Study.**

The study was delimited to factors influencing sustainability of community based projects: a case of health project in Garissa County. Only the four variables were focused on which included community participation, geographical factors, project implementers, and monitoring and evaluation. The research study only focused on health projects in Garissa County.

### **1.9 Assumption of the study**

The researcher assumes that traversing the various part of the Garissa Town Sub county will not be affected by the current wave of insecurity in the country and especially that part of the country. Further it is also assumed that the donors and all the other stake holders will give the relevant information and projects details willingly.

### **1.10 Definition of Significant /operation terms of the study**

**Community Development** - A process of organizing community members to initiate, implement and monitor projects.

**Community Participation** - The community was involved in the step by step design and execution of the community venture, the evaluation and monitoring of the venture for goodwill and improved performance of the joint venture.

**Geographical Factors** - these are factors that are associated with landforms and ecosystems. They include terrain types, physical factors of the environment) and natural geographical features.

**Management** - A process which involve planning, organizing, staffing, directing, motivating and controlling during project implementation

**Monitoring and Evaluation**-Monitoring means keeping track and assessing of project's activities and outputs and giving timely feedback to the concerned parties.

**Project implementers -** Registered organizations (CBPs, NGOs; FBOs, Mosques, Churches), Government agencies and funding agencies involved in community based projects in the local setting.

**Sustainable Development –** This refers to the state in which the CBPs become self-sustaining.

### **1.11 Organization of the Study**

This study was divided into five chapters. Each chapter has sections which provide details as required for a standard academic research.

Chapter one gives the background of the study, statement of the problem, purpose of the study, research objectives and research questions and the significance of the study. Additionally, Chapter one explained the delimitation and limitation of the study and assumptions of the study.

Chapter two provides the literature review of the study. It accounts for the previous research and what has been found out in the area of study. This chapter mainly focuses on the sustainability of community based projects. The relationship captures the global perspective to regional and then to domestic level. The other items under this chapter are the theoretical and conceptual frameworks. Chapter three gives details on the research design used; target population; methods of data collection and validity and reliability of data collection instruments. Chapter four provides details of data analysis, presentation and interpretation of the findings. Chapter five lists the summary of findings, discussions, conclusions and recommendations. Further, it provided recommendations for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two provides the literature review of the study. It accounts for the previous research and what has been found out in the area of study. This chapter mainly focuses on the various factors of community based projects and the relationship to the sustainability of community based projects. In addition the chapter presents the theoretical framework, conceptual framework, knowledge gap, and summary.

#### **2.2 Sustainability of Community Based Projects**

There are many definitions of sustainability and even more interpretations of its meaning. International Fund for Agricultural Development (IFAD) Strategic Framework (2007j) defines project sustainability as the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project's external funding. Sustainability has also been defined as the ability of a development project to maintain or expand a flow of benefits at a specified level for a long period after project inputs have ceased, (Hodgkin, 1994). A project is sustainable if the community/beneficiaries are capable on their own without the assistance of outside development partners, to continue producing results for their benefit for as long as their problem still exists (Luvenga et al., 2015). Narayan (1993) describes project sustainability as the capacity to maintain services and benefits both at the community and institution levels without detrimental effects even after special assistance such as financial, technical, managerial has been phased out. It is the probability that a project shall continue long after the outside support is withdrawn.

It is critical to the success of community based projects that various elements of sustainability be considered throughout each stage of the project lifecycle. This is particularly true where outside involvement is discontinued after project closure, as is the case for many development projects, (Ostrom, 2010). A number of considerations have been identified as critical to achieving sustainability in community based projects. Luvenga et al. (2015) identify community participation, project results and external assistance as the most important elements. According to Aras and Crowther (2008), there are four elements of sustainability which need to be recognized and analyzed. They include: Community Influence, which measures the impact a community makes upon the project in terms of the social contract and stakeholder influence; Environmental Impact, which is the impact of the project on its geophysics environment; Organizational Culture, which is the relationships between the project's internal stakeholders; and Finances, an adequate return for the level of risk undertaken in pursuit of sustainable development and financial sustainability. United Nations (UN) designates three pillars of sustainability: economic, social, and environmental (United Nations, 2002). McConville and Mihelcic (2007) further subdivide the social pillar into three components: socio-cultural respect, community participation, and political cohesion.

Community-based health promotion and preventive health care services in Garissa County have been significant in addressing health disparities and expanding access to health care services in rural communities since this is considered a marginal area. Over the years, such projects have been implemented in different community settings to address many health issues in rural communities because experts believe that they are



very effective in delivering meaningful grass root health care services to rural populations. Their benefits are highlighted by abundance of grant-funding opportunities available from many government agencies and programs and numerous private organizations and foundations for different kinds of health and wellness programs that utilize community-based strategies. Designed and implemented at various levels and in different community settings, they address many health issues and concerns including risk factor screenings, prevention and wellness programs for diabetes and cardiovascular diseases, prostate and breast cancer awareness programs, childhood, adolescent, and adult obesity control and prevention programs, and HIV/AIDs programs among so many others. However, in spite of their notable benefits, sustainability is a major challenge for grantees and grantors. Reported sustainability concern in 6 out of 9 foundation-funded programs irrespective of their settings, target groups or health goals. Deficient funding and need for diverse pool of dependable long term funding sources are major obstacles to achieving current program goals and objectives by program staff and collaborators.

### **2.3. Community Participation and Sustainability of Community Based Projects**

At local level, sustainable community development requires that local economic development supports community life, using the local talents and resources of the local community. It further challenges us to ensure that the distribution of the benefits of development is done in a more transparent manner and equitably (Elizabeth, 2006). On the same Ismail and Richard (1995) also cited that there is a need to now move from improving living standards to improving the quality of life. This would happen when development becomes fully, participatory and people centered, driven by spiritual values that embrace caring and nurturing at their core.

However, the distinction between natural resource development and changes in human wellbeing needs to be made explicit. Further, we need to see development primarily from the point of view of its impact upon the poor people. Then we must go further and either define development in such a way that the welfare of the poor people is incorporated in it or show that material growth is a sufficient condition for an unambiguous improvement in human welfare (Hall, 2003). Development, defined variously related to the improvement, growth, increase, increments are the different facets of development. Development generally signifies improvement at the initial stages from undesirable state of affairs to desirable one in any field of social living. It is development in the economical economic sphere irrespective of the field of application-whether social, economic or otherwise, but it should be sustainable in the long run for the well-being of the people in the area concerned.

The community fosters cooperation in community based projects. Prior to the introduction of the concept of cooperation in community development; it has been difficult to win the support and commitment of the community members in development work. Cooperation is a social order. Cooperation is one of the techniques in community development. This is related to integration in the sense that the various units actually join together practically giving rise to cooperative groups with various principles. The principle involves people from the community to agree to form, own and control a business in production, marketing or consumption. Community Development needs cooperation as there is community development without cooperation (McPherson, 2002).

In any community development there is need for cooperation between the organization and the community. Most of the communities which community based projects operates in are characterized by social problems, which include poverty, unemployment and other social evils. In view of the prevalence of the socio-economic problems and geo-physical characteristics, the people in these communities have limited options for their development needs. Consequently these people remain backward and the mass living in these backward pockets are affected socially and physically. This has resulted in the shaping of their behavior in tune to the prevailing conditions.

Community action means differently to different individuals, but in this report we shall rely on Poplin's (2009) analysis of community action. Poplin gives three analyses of activities or events that are considered part of the universe of community action. In this report only two of them will be examined. Firstly, he views an activity or event to be part of the universe of the community action if the participants in that activity or event intend to solve some problem related to the locality where they live. An example can be a local community coming together to build a clinic in its area. In some cases it may even build a house for the medical staff just to ensure that the community gets medical facilities in its locality. Community action activity or events should be free from vested interests groups whose aim is self-centered. All participants should contribute to the goal setting, realizing that the end results benefit the entire community. The role of the organization is to facilitate rather than direct the action.

The second technique is partnership or integration, which is used here to describe a community as whole, whose various parts are unified, coordinated and working harmoniously towards the desired end, thereby making the community act as a balanced whole (Ssengendo, 2008). The organization must be aware of the differentiation necessary in any community of the people or of a team that handles a community project. It is only after that awareness that the organization can estimate the level of integration that is required and the partnership among the various units. To bring out integration, the organization has to ensure that the various units have a common cause to partner with and work together, that is, their objectives are interrelated and they bring about a better interaction and cooperation. Sustainable development planning engages stakeholders such as, local residents, key institutional partners, and interest groups, in designing and implementing action plans. Planning is carried out collectively among the groups affected. It is organized so as to represent the desires, values and ideals of the stakeholders within the community.

An examination of the available literature reveals lack of commonly accepted definition of the concept of policy. There is agreement on the domain, function and processes of policy (Gil, 2006). Schorr (2008); Miller and Riessman (2008); and Miller and Roby (2000); define a policy in terms of action to reduce inequality through redistribution and access to resources, rights and social opportunities. Freeman and Sherwood (2001) conceive of policy as principles whereby societies and/or institutions come together to seek solution to common problems. Studies have in the recent past clearly shown that desk-made aid policies that govern developmental programs at community level, can

limit the quality and degree of trust between the donors, local institutions, and the beneficiaries.

Transplanting policies or guidelines that are foreign to the local communities can lead to substantial dislocation of social and economic relations (Ismail, 1997). The need to bring greater accountability and rationality to decision making has led to policy formulation and planning. Accountability and rationality raise the central question of efficiency and reducing social economic problems and the ability to justify actions and programs on the basis of objective evidence. With the same objectives of being accountable and rationalizing it project in terms of performance NGOs and other facilitators have their own policies they follow. There is a Memorandum of understanding which is part of the policy for the community development project (CDP). This implies respecting traditional (local) knowledge, values and perceptions, seeking to understand and use them, and possibly integrating them with the modern (outsiders) knowledge and values (Willy, 2003).

Many evaluations have shown that projects and programs following participatory approaches produce high and more sustainable returns. Participatory development is no “quick fix” but a learning process which takes time, resources, imagination and sometimes courage to implement. It requires behavioral change on the part of many actors, calls into question old habits and often reveals conflicts of interest because of the need for power sharing. The novelty in participatory development, lies in a new, people centered vision and development, which replaces the top down procedures with approaches based on joint learning and negotiation. Another new feature is that

participatory development can no longer be seen as an exclusively local issue, but has strong national and international dimensions (Jean, 2005).

#### **2.4. Geographical Factors and Sustainability of Community Based Projects**

It is true to say that projects or programs that have been initiated or followed popular participation have been considered either an essential condition for sustainability or an end in itself. Although not all of the projects or programs have shown the expected results, they offer worth-while lessons for future initiatives. Communities however, should not be left to develop by themselves alone, rather they should be integrated into provincial, districts and chiefdom systems that will protect and simultaneously facilitate their programs organizations through protection of the environment that has geographical factors that facilitates project sustainability. Participation serves a range of general development objectives such as efficiency, equity and capacity building. Sustainability in particular depends on the people being in-charge of various environmental factors that affect the project directly or indirectly. FAO (1991) puts it succinctly thus without participation, rural development initiatives are unlikely to be sustainable in the long run and rural inequalities are unlikely to be redressed (Bhati 2005).

In light of this, caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because economies depend heavily on their natural resources. This is even very true in the context of alleviating poverty because of environment degradation is, therefore, a key element of strategy to reduce poverty in Kenya. Calliso and Jean-Louis (2006) mentioned that project sustainability requires every effort to maintain natural capital and to use it sustainably by promoting sound environmental management. It can further be said that protection of the environment is

today one of the most urgent responsibilities of society. One of the participants is Government whose primary task is to achieve an ecologically sustainable industrial society.

Development is sustainable if the rules of the game are transparent and the game is inclusive. The challenge for sustainable community development is to ensure a better quality of life for all people while meeting everyone's aspirations for well-being. A sound program design, adapted to local conditions and based on simple methods that facilitate beneficiary involvement i.e., Participatory Rural Appraisal (PRA) should always be chosen and beneficiaries should be involved in the selection. Participatory survey should define the social context of support, and communities should be well organized, trained, and sensitized before needs are identified. Judy (2001) has explored the ways in which knowledge of the local conditions becomes side tracked before it can affect other planning or implementation of programs largely initiated from outside.

## **2.5. Project Implementers and Sustainability of Community Based Projects**

Stakeholders, project staff, the community, and other resources are engaged in planning for project sustainability to achieve a successful outcome, (Barron and Barron, 2013). Most aspects of participatory implementation process are planned during the design phase, in particular, the roles and responsibilities of each stakeholder, contributions of the various stakeholders, commitments made by the various stakeholders as well as implementation procedures including the work plan (ALNAP, 2009). Sustainability of community based projects rest on the establishment of committees for the implementation phase, such as steering committees for overall management, or water committees, community health worker teams, etc. The presence of the community or their elected

representatives on project steering committees or boards or other supervisory or decision-making bodies empowers the community to play an active role in project implementation, (African Development Bank, 2001). Technical training and assistance to build the community's capacity for organizational and technical responsibilities during project implementation also contribute to community's empowerment and improves chances for project sustainability once the technical and managerial assistance is withdrawn, (African Development Bank, 2001).

Programs and projects which integrate with and build on local management structures, have better prospects for promoting project sustainability (Mulwa, 2010). The capacity of local agencies to manage (or absorb) new structures, systems, ideas and funds is often not adequately assessed, and over-optimistic assumptions are often made. Getting the management structure right requires an adequate institutional analysis during the project formulation phase and this requires specific knowledge, skills and field time. Adequate and effective staffing is also an important factor for sustaining community-based projects. Glaser (1981) discusses the need to involve staff in decision making; Bossert (1990) discusses the need for staff to be committed to project goals, and utilizing indigenous staff in community based projects.

The lack of adequately trained personnel is a major detractor from sustaining community-based projects while providing adequate staff training for effective project delivery, supports project longevity (Bamberger & Cheema, 1990). Professionals can play a number of different roles in projects, all of which require trust and good working relationships with local people and other professionals. In order to establish good rapport



professionals need time, resources and authority to invest in a project. Flexibility is critical in the way professionals interpret their own and others' roles and in the activities they and the projects undertake.

## **2.6. Monitoring and Evaluation and Sustainability of Community Based Projects**

According to Clements and Gido (2003) monitoring designates checking and testing each portion of project implementation vis a viz the set standards. Berkun (2005) explains the need for equitable distribution of resources through monitoring while project evaluation is that constituent of the venture that maintains its momentum and on course within the budgetary constraints. The M&E needs high level of coordination at the management level and draws from the best of each stakeholder in the entire spectrum of project execution and provide correction of any shortcomings. The performance of a venture cannot be sustained without the sustained monitoring and evaluation. It is also imperative that target setting should be done collectively to realign energies and commitment of the stakeholders to the set goal.

Endeavoring to achieve these may provide a committee with relevance and remain focused during the lifecycle of the project (Stephen, 2000). Reporting the progress of community projects to the beneficiaries enhances transparency and accountability. The community develops trust with the project management and they can freely contribute funds for the operation of the projects and this makes the projects to be sustainable. Boyer et.al (2008) noted that community participation in assessing project progress is critical for their sustainability. Project progress reporting meetings should be held customarily and the local community equipped to actively participate. He additionally observed that the community should be offered a chance to query on the progress of the

community projects because this reduces chances of misappropriation of project resources.

Evaluation of on-going projects requires a proper strategy which can work if one is to achieve the desired results. It is of vital importance to discuss about “participatory evaluation”, asking the people concerned to participate in evaluating their own projects thereby, enabling them to determine the future effectiveness of their goals of the project. Calliso and Jean-Louis, (2006) connoted that evaluation is a process integral to the development process and by which a community (where project is established) assesses whether what is being done is bringing the desired results. In view of the definitions above, there are many reasons of conducting an evaluation which include the following: To judge the worth of ongoing programs/ projects; To estimate usefulness of attempts to improve programs; To increase the effectiveness of management and administration of programs ; To delay a decision; and to justify and legitimize already made decisions (Suchman, 2007).

## **2.7. Theoretical Framework**

The theories that underlie this study include the Freirean theory of Dialogue and Society and the empowerment theory, which are discussed below in details.

### **2.7.1. Freirean theory of Dialogue and Society**

This project is based on the third theory under review that is the Freirean theory of dialogue and society, and the major economics models of project assignment. The Paolo Freire,s theory of dialogue (Freire, 1970) states that dialogue, particularly between leaders and community, is essential to liberation and education of the masses by challenging historically held methods via the use of critical thought. Critical thought

raises consciousness and questions the assumption that people should fall into established routines or systems, rather than help to form new systems that better address their needs especially concerning projects intended to better their lives. This emphasis on conscious, collaborative action gives power to community members motivated to redefine aspects of their cognitive systems.

Whether by negligence, lack of budget, lack of motivation, or simple ignorance, there are disparities in implementation of community based projects. Freire's emphasis on dialogue is reflected in this project by my advocacy for community involvement with the development and management of CBPs in order to ensure continuity and provision of basic amenities even after phase out. Community members deserve not only to be part of the project design and implementation, but to be explicitly invited to that process and thus get involved in the solutions. Additionally, information about these mechanisms must be presented in accessible language, and with appropriate context. This study will be anchored on this theory and serve as a bridge from the inaccessible and often intimidating language of development agencies to the people most affected by the discussion: communities.

### **2.7.2. Empowerment Theory**

This study is anchored on empowerment theory by Perkins Douglas and Zimmerman Marc (1995). Empowerment involves enabling individuals and the community, through participation with others, to achieve their goals. Participation, control and awareness are essential parts of empowerment. Sustainable development is only likely if the idea of empowerment and its practical institutionalization in the law, the educational process and

the machinery of government become a reality, (Titi and Singh, 2001). Empowerment is a construct that links individual strengths and competencies, natural helping systems, and proactive behaviors to social policy and social change (Rappaport, 2014). Empowerment theory links individual well-being with the larger social and political environment. The various definitions of empowerment are generally consistent with empowerment as an intentional ongoing process centered in the local community, involving mutual respect, critical reflection, caring, and group participation.

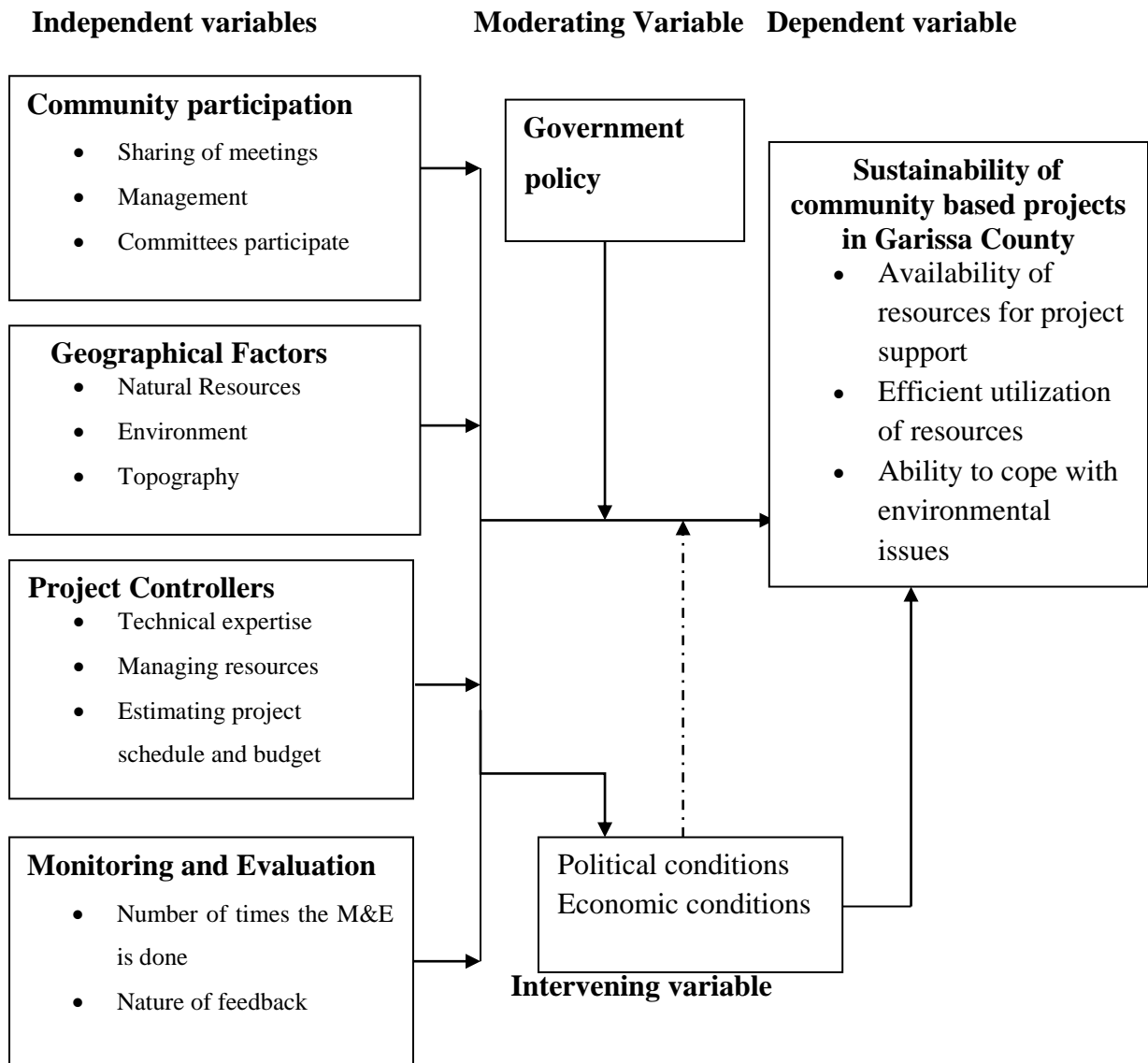
Cornell Empowerment Group (1989) define empowerment as a process through which people lacking an equal share of valued resources gain greater access to and control over those resources. It is a process by which people gain control over their lives, democratic participation in the life of their community (Rappaport, 1987) and a critical understanding of their environment. Theories of empowerment include both processes and outcomes, suggesting that actions, activities, or structures may be empowering, and that the outcome of such processes result in a level of being empowered (Swift & Levin, 1987). Empowering processes for individuals might include participation in community organizations.

At the organizational level, empowering processes might include collective decision making and shared leadership. Empowering processes at the community level might include collective action to access government and other community resources. Community-level empowerment outcomes might include evidence of pluralism, and existence of organizational coalitions, and accessible community resources. Empowerment suggests that participation with others to achieve goals, efforts to gain

access to resources, and some critical understandings of the sociopolitical environment are basic components of the construct. At the community level, empowerment refers to collective action to improve the quality of life in a community and to the connections among community organizations.

## **2.8. Conceptual Framework**

A conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under scrutiny and to communicate this (Roberts, 2011). The conceptual framework shows the relationship between the dependent variable and the independent variable. An independent variable is one that is presumed to affect or determine a dependent variable (Van der Waldt, 2008). It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. The study will be conceptualized in the sense that, there are key determinant of CBPs sustainability. As illustrated in figure 1, the independent variables will be the community participation, geographical factors, project controllers and implementers, and monitoring and evaluation. The dependent variable will be the sustainability of Community based projects, while the intervening variables will be political, economic, social and technological factors within the study area.



**Figure 1: Conceptual Framework Showing the Relationship among the Study Variables**

## 2.9. Knowledge Gap

Khwaja (2013) in his study on community participation in sustainability of projects established that Community managed projects are better maintained and are more sustainable than those managed by local governments. However the author does not track

community participation throughout the project lifecycle and how community participation at each stage of the project life cycle influences sustainability of projects.

Argaw, Mesganaw and Yemane (2007) in their study examined the continuity of community-based reproductive health programs in rural Ethiopia's northwest region. The Study was limited in that it focused on only one variable which was community involvement in project sustainability. Therefore there were other factors affecting sustainability of projects in the health sector. Indeed the study only focused on `project in the health sector but there are diverse factors affecting project sustainability which are sector specific.

Mazibuko (2007) in his study on ways of enhancing project sustainability beyond donor support explored four objectives that focused on scanning the boundary, in terms of challenges and possible solutions. This provided some in-depth understanding of challenges that faced the process of establishing self-sustaining institutions of development. However, the study was not able to come up with specific findings on each of the four variable and just gave one general finding that sustainability cannot be predicted due to the uncertainties and ambiguities associated with project success without recommending for further recommendation on further study to test his findings. Besides the study did not use control variables so as to mitigate the uncertainties and ambiguities associated with project success.

Mbarika (2011) examined factors affecting adoption, implementation and sustainability of telemedicine information systems in Uganda. The research study used case studies hence raising the question of generalization of the findings hence study is not comprehensive enough and besides the study was not exhaustive of other factors

affecting sustainability of telemedicine information systems. Therefore there is need for additional research in the area.

The goal of Habtamu (2012) study was to find the factors affecting the continuity of water supply projects in Amhara and surrounding region, Ethiopia. However, the research study was equally not comprehensive as it focused only on one variable relating to the role of community involvement in project sustainability. Indeed there are other factors that affect project sustainability. In addition the findings are constrained due to the fact that the study was a case study derived from one region of the country.

#### **2.10. Summary of the Literature**

The literature has been reviewed further under the four themes which basically forms the basis of the study. On the community participation on sustainability of community based, the studies available do not clearly indicate the processes the impact of lack of or availability of community participation for sustainability of projects. There is limited information on the extent to which geographical factors impacts effective sustainability of projects. The literature review reviews that few organizations fully understand the use of project implementers in management of the project sustainability. Additionally, the studies do not indicate to what extent the lack of management and evaluation affects the effective project sustainability. Generally, the studies available shows that much research has been carried out on community based project sustainability but not much attention to health based projects, for which this study helped provide more information about.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter represented the research methodology that was used to carry on the study. It described and justified the methods and processes that were used to collect data that was used in answering the research questions.

#### **3.2. Research Design**

Descriptive research survey design was used. This method of research is preferred because the researcher is able to collect data to answer questions concerning the status of the subject of study. Descriptive research determines and reports the way things are done and also helps a researcher to describe a phenomenon in terms of attitude, values and characteristics (Mugenda & Mugenda, 2013). A descriptive research design also allowed for in-depth analysis of variables and elements of the population to be studied and as well as collection of large amounts of data in a highly economical way. It enabled generation of factual information about the study. This was so because the descriptive design relied much on secondary data which helped in developing the case basing on facts, sustained by statistics and descriptive interpretations from archival materials and data.

#### **3.3. Population**

The target population of this study was the community based project managers, Donor agencies (World Vision, Swedish group, Islamic relief, Red Cross, Compassion and Rincord) and the target beneficiaries of the projects. The study was conducted in Garissa County in the republic of Kenya, which has over 35 registered community based projects

and over 10 donor agencies (District Development Plan 2008-2013). The total target population was 1045 respondents (Garissa County Government, 2017).

### **3.4. Sample size and Sampling procedure**

This section provides the sample size and sampling procedure.

#### **3.4.1. Sample Size**

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This study adopted the stratified sampling technique. Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. The reason for the choice of the sampling method was because it enabled the researcher to representatively sample even the smallest and most inaccessible subgroups in the population. This allowed the researcher to sample the rare extremes of the given population. In addition, the study used the following formula proposed by Using Yamane (1973) to determine the sample size;

Using Yamane (1973) formulae

$$n = N / (1 + N * (e)^2)$$

Where

n = sample size

N = the population size

e = the acceptable sampling error (7%) at 93% confidence level

Thus;

$$n = 1045 / (1 + 1045) (0.07)^2$$

n = 204

Therefore the sample population size (n) was 204 respondents

### **3.4.2. Sampling Procedure**

Sampling is the process of selecting the people who will participate in a study. This process should be representative of the whole population. Sampling is hence the procedure, process or technique of choosing a sub-group from a population to participate in the study (Ogula, 2005). This study adopted the stratified sampling technique. From the possible 1045 target population, stratified random sampling was employed to select a total of 204 sample populations.

### **3.5. Research Instruments**

The questionnaire contained questions which comprised of Likert-scaled, closed-ended question and also a few open ended questions. These types of questions were accompanied by a list of possible alternatives from which respondents were required to select the answer that best describes their situation. According to Sproul (1998), a self-administered questionnaire is the only way to elicit self-report on people's opinion, attitudes, beliefs and values. The researcher developed questionnaires that were used to obtain important information about the population. The questionnaires were distributed by the enumerators to respondents to solicit the relevant information. The questionnaire comprised of part A and part B. Part A collected the background information of respondents. While Part B comprised of factors affecting sustainability of community based projects in Garissa County.

### **3.5.1. Pilot testing**

According to Trochim (2006), Pilot testing is a small-scale trial, where a few examinees take the test and comment on the mechanics of the test. In test development projects of all kinds, the trialing of new items is typically taken into Pilot Testing. They point out any problems with the test instructions, instances where items are not clear, and formatting and other typographical errors and/or issues. In the case of computer-based testing, pilot-test examinees also comment on any issues with the computer interface. Once all issues with the test items and forms have been addressed, the tests are ready for large-scale field testing. The primary purpose of field testing was to construct an initial picture of test validity and reliability. The test was administered to 20 (10% of the target population) respondents and the raw data was used in the psychometric analysis.

### **3.5.2. Validity of Instruments**

Validity is the degree to which an instrument measures what it purports to measure (Mugenda and Mugenda, 2003). It is the accuracy and meaningfulness of inferences, which are based on the research results. In this regard, experts in the field of projects achieved the content validity through an evaluation of the content. The instruments were given to two groups of experts, one group was requested to assess what concept the instrument was trying to measure and the other group was asked to determine whether the set of items accurately represents the concept under study.

### **3.5.3. Reliability of Instruments**

Reliability refers to the consistency of data arising from the use of a particular research method. A test measures what it is measuring to the degree. Mugenda (2003), states that reliability is the measure of the degree to which a research instrument yields the same

result after repeated trials over a period. In this regard, test-retest was employed to check on reliability. This involved administering the same instruments twice to the same group of subjects, but after some time. Hence, to determine stability, a measure or test was repeated on the subject at a future date. Results were compared and correlated with the initial test to give a measure of stability. Responses obtained during the piloting were used to calculate the reliability coefficient from a correlation matrix. The reliability of the instrument was estimated using Cronbach's Alpha Coefficient which is a measure of internal coefficient. A reliability of at least 0.70 at  $\alpha=0.05$  significance level of confidence was acceptable.

**Table 3.1. Cronbach's Alpha Values**

<b>VARIABLE</b>	<b>CRONBACH'S ALPHA</b>
Community participation	0.769
Geographical factors	0.848
Project implementers	0.797
Monitoring and evaluation	0.824

From the table above it was found that the entire variables had a reliability level of above 0.7 and thus they were deemed appropriate in determining their influence of the dependent variable.

### **3.6. Data Collection Procedure**

The procedure for data collection started when the researcher was given a letter of approval by the university to go to the field. In addition the researcher applied for permit from NACOSTI. Using the letter of approval, a permit to conduct the study was acquired. Afterwards, the District Commissioner was informed of the study and hence all the

relevant stakeholders were informed as well. In addition the researcher trained the research assistants on how the study was to be done. This was through provision of guidelines that elaborated more on how data collection was to be done. The research assistants were also trained on the criteria of collecting data from the respondents. The training was conducted before the actual data collection and after data collection which aimed at guiding them on how to sort out data ready for analysis. The drop and pick method was used where the research assistants delivered the questionnaire and interviews to the respondents and picked them when completed. The data collection took two weeks.

### **3.7. Data Analysis Techniques**

According to Mugenda and Mugenda (2003), data analysis is the processing of data to obtain answers to research questions. The results of the research were both qualitative and quantitative. The data collected was sorted, keyed in and analyzed with the aid of SPSS. The Quantitative Data generated was subjected to the Descriptive Statistics feature in SPSS to generate mean, median, mode, standard deviation and variance, which were presented using tables, frequencies and percentages. The qualitative data was analyzed by grouping responses from respondents by categorizing and coding of the common responses and were presented as frequency distributions and percentages in thematic forms in line with research questions.

### **3.8. Ethical Consideration**

According to Mugenda and Mugenda, (2003), ethical considerations are important for any research. Ethical issues that were taken into consideration included proper conduct of the researcher and confidentiality of the information that was obtained from the respondents. An introductory letter to meet the respondents was obtained from the

University and Deputy County Commissioner. Respondents were encouraged to participate voluntarily and before administering the questionnaire, the researcher sought consent from respondents. The researcher ensured anonymity and confidentiality of all the information collected.

### **3.9. Operationalization of variables**

This section analyses the operational definition of variables on the factors affecting sustainability of community based projects in Garissa Town Sub County. Variable are given in Table 1.

**Table 3.2: Operationalization of variables**

<b>Objectives</b>	<b>Variable</b>	<b>Indicators</b>	<b>Measurement</b>	<b>Scale</b>	<b>Data collection methods</b>	<b>Tool of Analysis</b>
To investigate the factors influencing sustainability of community based projects: a case of health project in Garissa County.	sustainability of community based projects	Viability profitability	Regression	Mean Standard deviation	questionnaire	Quantitative
To establish the influence of community participation on sustainability of community based projects in Garissa County.	community participation	Sharing of meetings Management committees	Frequency Percentage Mean Standard deviation	Mean Standard deviation	Questioners Observation	Quantitative
To assess the influence of geographical factors on sustainability of community based projects in Garissa County.	geographical factors	Natural Resources Environment, Climate, Topography	Frequency Percentage Mean Standard deviation	Mean Standard deviation	Questioners Observation	Quantitative



To establish the influence of project implementers on sustainability of community based projects in Garissa County.	project implementers	Technical expertise Managing resources Estimating project schedule and budget	Frequency Percentage Mean Standard deviation	Mean Standard deviation	Questioners Observation	Quantitative
To examine the influence of monitoring and evaluation on sustainability of community based projects a case of health project in Garissa County	Monitoring and evaluation	Nature o the feedback Number of times the monitoring and evaluation is done	Frequency Percentage Mean Standard deviation	Mean Standard deviation	Questioners Observation	Quantitative

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

This chapter presents data analysis and discussions. The study sought to investigate the factors influencing sustainability of community based projects: a case of health project in Garissa County. Primary data was collected through administration of questionnaires and interview guide to the targeted respondents.

#### 4.2. Questionnaire Response Rate

A total of two hundred and four (204) questionnaires had been distributed to the respondents, out of which 190 were completed and returned. This gave a response rate of 93.1%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Thus, a response rate of 93.1% was fit and reliable for the study as shown in Table 4.3.

**Table 4.3. Questionnaire Response Rate**

	<b>Frequency</b>	<b>Percent (%)</b>
Responded	190	93.1
Non-respondents	14	6.9
<b>Total</b>	<b>204</b>	<b>100</b>

### 4.3. General information

As part of the general information, the research requested the respondents to indicate the general information concerning the organization. This was important since it forms foundation under which the study would fairly adopt in coming up with conclusions.

#### 4.3.1. Distribution of Respondents by Age

The respondents were requested to indicate their age category. Accordingly, the findings are as presented in the Table 4.4.

**Table 4.4. Distribution of Respondents by Age**

	<b>Frequency</b>	<b>Percentage (%)</b>
Below 18 years	5	2.6%
18-25 years	13	6.8%
26-33 years	62	32.6%
34-41 years	77	40.5%
42-49 years	23	12.1%
50 years and above	10	5.3%
<b>Total</b>	<b>190</b>	<b>100%</b>

According to the findings, 77 of the respondents were aged between 34-41 years, 62 were 26-33 years, 23 were 42-49 years, 13 were 18-25 years, 10 were above 50 years and 5 respondents were below 18 years. This depicts that ages 34-41 years, and 26-33 years had the highest number of respondents. The two age categories have respondents who are industrious and who have knowledge and ideas regarding the sustainability of the projects. In addition the respondents in this category are energetic and innovative because of their age and thus could use this energy to ensure projects are sustainable. This means that since most of them were involved they could mostly determine the success of the project in making it to be sustainable.

#### **4.3.2. Distribution of participants by Level of Education**

The respondents were requested to indicate their level of education. The findings on analysis of respondents level of education has been presented on Table 4.5

**Table 4.5. Distribution of participants by Level of Education**

	<b>Frequency</b>	<b>Percentage (%)</b>
Primary school	0	0
Secondary school	27	14.2%
Diploma	54	28.4
Bachelors degree	69	36.3%
Masters degree	25	13.2%
PH.D degree	15	7.9%
<b>Total</b>	<b>190</b>	<b>100</b>

From the findings, majority (69) of the respondents had degree level of education, 54 had diploma, 27 had secondary education, 25 had master’s degree, while 15 had PH.D degree. This implies that respondents had adequate education with regard to sustainability of community based projects hence higher chances of getting reliable data. This further indicate that majority of them had idea of how to make a project sustainable. They could be able to provide appropriate decision that will ensure the project undergoes all stages of project management to ensure higher chances of sustainability.

#### **4.3.3. Duration of working at Garissa County**

The study also sought to establish how long respondents have been working at Garissa County. The findings are as shown in Table 4.6.

**Table 4.6. Duration of working in project work**

	<b>Frequency</b>	<b>Percentage</b>
Less than a year	19	10%
between 1-5 years	109	57.4%
between 5-10 years	57	30%
over 10 years	5	2.6%
<b>Total</b>	<b>190</b>	<b>100%</b>

Based on the findings, 119 of the respondents had worked in Garissa County for 1-5 years, 57 of the respondents had worked for 5-10 years, 19 of the respondents had worked from less than a year, while 5 of the respondents had worked for over 10 years. This illustrates that the most of the respondents had worked in Garissa County

for duration of between 1-5 years which had made them gain experience relating to community based projects. The duration further would have enabled them to gather ideas from various stakeholders on how to ensure a project is sustainable after the donors withdraw their support after expiry of their duration.

#### **4.3.4. Involvement in CBPs in Garissa Town Sub County**

The respondents were asked to indicate whether they were involved in CBPs in Garissa County. The findings are as tabulated in Table 4.7

**Table 4.7. Involvement in CBPs in Garissa Town Sub County**

	<b>Frequency</b>	<b>Percent</b>
Yes	155	81.6%
No	35	18.4%
<b>Total</b>	<b>190</b>	<b>100%</b>

From the findings, 155 of the respondents agreed that they were involved in CBPs in Garissa County while 35 of them were of the contrary opinion. This implies that the respondents were involved in CBPs in Garissa County. For those respondents who were involved indicated that they were involved as project managers.

#### **4.4. Community Participation and Sustainability of Community Based Projects**

This section presents findings on community participation and sustainability of community based projects. The findings are as shown in the subsequent headings.

#### 4.4.1. Influence of Community Participation on Community Based Projects

The respondents were asked to indicate whether community participation influence sustainability of community based projects in Garissa County. The findings are as tabulated in Table 4.8

**Table 4.8. Influence of Community Participation on CBPs**

	<b>Frequency</b>	<b>Percent</b>
Yes	107	56.3%
No	83	43.7%
<b>Total</b>	<b>190</b>	<b>100%</b>

From the findings, 107 of the respondents agreed that community participation influence sustainability of community based projects in Garissa County while 83 of them were of the contrary opinion. This implies that the community participation influence sustainability of community based projects in Garissa County. The KIIs indicated that in any community development there is need for cooperation between the organization and the community. Most of the communities which community based projects operates in are characterized by social problems, which include poverty, unemployment and other social evils. In view of the prevalence of the socio-economic problems and geo-physical characteristics, the people in these communities have limited options for their development needs. Consequently these people remain backward and the mass living in these backward pockets are affected socially and physically. The findings are in accordance with a study by Elizabeth, (2006) who

stated that at local level, sustainable community development requires that local economic development supports community life, using the local talents and resources of the local community. It further challenges us to ensure that the distribution of the benefits of development is done in a more transparent manner and equitably. On the same Ismail and Richard (1995) also cited that there is a need to now move from improving living standards to improving the quality of life. This would happen when development becomes fully, participatory and people centered, driven by spiritual values that embrace caring and nurturing at their core.

#### **4.4.2. Extent of Community Participation influence on sustainability of CBPs**

The respondents were requested to indicate the extent to which community participation influence sustainability of CBPs at Garissa County in the following roles. The findings are as shown in Table 4.9

**Table 4.9. Extent of Community Participation influence on sustainability of CBPs**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>
1. Communities are given a voice and vote in all aspects of the project cycle	3.99	0.1569
2. Project committees participate in project management and financial decisions	3.61	0.2378
3. Project is managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed	3.78	0.1872



to creating a special project

4. There is a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector	3.57	0.1920
5. Community project committees or key individuals are confident of managing the project facilities	3.70	0.1389
6. The element of gender parity is observed where women serve on project committees and participating in activities related to projects	3.66	0.2109

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According to statement (1) the respondents indicated to a great extent that communities are given a voice and vote in all aspects of the project cycle (mean=3.99), followed by statement (3) that project is managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed to creating a special project (mean=3.78), statement (5) that community project committees or key individuals are confident of managing the project facilities (mean=3.70), statement (6) that the element of gender parity is observed where women serve on project committees and participating in activities related to projects (mean=3.66), statement (2) that project committees participate in project management and financial decisions (mean=3.61), and statement (4) that there is a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector (mean=3.57). This depicts that to a great extent that

communities are given a voice and vote in all aspects of the project cycle. This agrees with a study by McPherson, (2002) who stated that the community fosters cooperation in community based projects. Prior to the introduction of the concept of cooperation in community development; it has been difficult to win the support and commitment of the community members in development work. Cooperation is a social order. Cooperation is one of the techniques in community development. This is related to integration in the sense that the various units actually join together practically giving rise to cooperative groups with various principles. The principle involves people from the community to agree to form, own and control a business in production, marketing or consumption. Community Development needs cooperation as there is community development without cooperation

#### **4.5. Geographical factors and Sustainability of Community Based Projects**

This section presents findings on geographical factors and sustainability of community based projects. The findings are as shown in the subsequent headings.

##### **4.5.1. Extent to which Geographical Factors influence sustainability of CBPs**

The respondents were requested to indicate the extent to which Geographical Factors influence sustainability of CBPs. The findings are as shown in Table 4.10

**Table 4.10. Extent of Geographical Factors influence on sustainability of CBPs**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>
1. Geographical factors in the environment affect the sustainability level of community based projects	4.04	0.1834
2. Sustainability of projects in particular depends on the people being in-charge of various geographical factors that affect the project directly or indirectly	3.65	0.1324
3. Caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because projects depend heavily on environment for their sustainability	4.12	0.2081
4. Project sustainability requires every effort to maintain natural capital and to use it sustainably by promoting sound environmental management	3.80	0.2189

According to statement (3) the respondents indicated to a great extent that caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because projects depend heavily on environment for their sustainability (mean=4.12), followed by statement (1) that geographical factors in the environment affect the sustainability level of community based projects (mean=4.04), statement (4) that project sustainability requires every effort to maintain natural capital and to use it sustainably by promoting sound environmental management

(mean=3.80), and statement (2) that sustainability of projects in particular depends on the people being in-charge of various geographical factors that affect the project directly or indirectly (mean=3.65). This depicts that to a great extent that caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because projects depend heavily on environment for their sustainability. According to the KIIs climate change will affect the productivity of natural ecosystems, particularly provision of environmental services such as water which influences project sustainability. This agrees with a study by Dahal, (2008) who stated that health hazards from climate change are diverse, global and difficult to reverse over human time scales. They range from increased risks of extreme weather events, to effects on infectious disease dynamics and sea level rise leading to salinization of land and water sources which interfered with operations of various projects.

#### **4.6. Project Implementers and Sustainability of Community Based Projects**

This section presents findings on project implementers and sustainability of community based projects. The findings are as shown in the subsequent headings.

##### **4.6.1. Extent to which Implementers Control CBPs in Garissa County**

The respondents were requested to indicate the extent to which extent to which implementers control and implement CBPs in Garissa County. The findings are as shown in Table 4.11

**Table 4.11. Extent to which Implementers Control CBPs in Garissa County**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>
1. Effectiveness of NGO's Development Interventions	3.61	0.8901
2. Institutional and Management Capacity of Religious Leaders	3.68	0.7723
3. Political Class involvement and support as a better prospects for promoting project sustainability	3.58	0.9240
4. Availability of resources by the Donors	3.82	0.8245
5. Capacity building by CBO's for sustainable development	3.54	0.8112
6. Project managers have adequate and experience (task familiarity) in management	3.79	0.7890
7. There is sufficient human resource for sustainability of the project	3.71	0.9021
8. Management of projects has increased the alignment of development projects with host communities priorities	3.88	0.8923
9. Community based projects are complex and require multifaceted management skills	3.52	0.9782

According to statement (8) the respondents indicated to a great extent that management of projects has increased the alignment of development projects with host communities priorities promoting project sustainability (mean=3.88), this was followed by statement (4) that availability of resources by the Donors (mean=3.82), statement (6) that project managers have adequate and experience (task familiarity) in management (mean=3.79), statement (7) that there is sufficient human resource for sustainability of the project (mean=3.71), statement (2) that institutional and Management Capacity of Religious Leaders (mean=3.68), statement (1) that effectiveness of NGO's Development Interventions (mean=3.61), statement (3) that political class involvement and support as a better prospects for promoting project sustainability (mean=3.58), statement (5) that capacity building by CBO's for sustainable development (mean=3.54), and statement (9) that community based projects are complex and require multifaceted management skills (mean=3.52). This depicts that to a great extent indicated that management of projects has increased the alignment of development projects with host community's priorities promoting project sustainability. The KIIs indicated that most of CBPs operates with the interest of the communities. Chambers (2003) in his book discusses about the reversals on the part of all the stakeholders including communities who mostly facilitate the project success. The reversals of current positions and practices by all stakeholders are required if the nature and extent of community development is appreciated and if the future actions are to be tailored to the felt needs of the less privileged members of the community. He further says that, it is important for the beneficiaries themselves to realize that, development is something very different from what they had always understood it to be.

#### **4.7. Monitoring and Evaluation and Sustainability of Community Based Projects**

This section presents findings on Monitoring and Evaluation and Sustainability of Community Based Projects. The findings are as shown in the subsequent headings.

##### **4.7.1. Extent of agreement on statements relating to Monitoring and Evaluation**

The respondents were requested to indicate the extent of agreement on statements relating to monitoring and evaluation and sustainability of community based project.

The findings are as shown in Table 4.12

**Table 4.12. Extent of agreement on Monitoring and Evaluation**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev.</b>
1. Project monitoring and evaluation has led to the improvement of quality and governance performance of community based projects	4.23	0.2498
2. Monitoring and evaluation of projects in has enhanced community trust with the project operation	3.89	0.3012
3. Projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability	4.39	0.2194
4. Monitoring and evaluation of projects has kept the project on-track, on-time, and within budget.	3.99	0.3214

5. Monitoring and evaluation of projects has facilitated early recognition of the project problem areas and enabled the project institute the necessary corrective measures	4.20	0.2890
6. Monitoring and evaluation of projects has helped in meeting the internal needs of the local community contributing to their empowerment and project performance	4.15	0.3197

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From the findings above the respondents agreed to a great extent with statement (3) that projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability (mean=4.39), followed by statement (1) project monitoring and evaluation has led to the improvement of quality and governance performance of community based projects (mean=4.23), statement (5) monitoring and evaluation of projects has facilitated early recognition of the project problem areas and enabled the project institute the necessary corrective measures (mean=4.20), statement (6) monitoring and evaluation of projects has helped in meeting the internal needs of the local community contributing to their empowerment and project performance (mean=4.15), statement (4) monitoring and evaluation of projects has kept the project on-track, on-time, and within budget (mean=3.99), and that statement (2) monitoring and evaluation of projects in has enhanced community trust with the project operation (mean=3.89). This depicts that projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability. This agrees with a study by Stephen, (2000), who stated that reporting the progress of community projects to the beneficiaries enhances transparency and



accountability. The community develops trust with the project management and they can freely contribute funds for the operation of the projects and this makes the projects to be sustainable.

#### **4.7.2. Influence of Monitoring and Evaluation on Community Based Projects**

The respondents were requested to indicate whether monitoring and evaluation of projects influence sustainability of community based projects in Garissa. The findings are as shown in Table 4.13

**Table 4.13. Influence of M&E on Community Based Projects**

	<b>Frequency</b>	<b>Percent</b>
Yes	166	87.4%
No	24	12.6%
<b>Total</b>	<b>190</b>	<b>100%</b>

From the findings, 166 of the respondents agreed that monitoring and evaluation of projects influence sustainability of community based projects in Garissa while 24 of them were of the contrary opinion. This implies that the monitoring and evaluation of projects influence sustainability of community based projects in Garissa. According to the KIIs reporting the progress of community projects to the beneficiaries enhances transparency and accountability. The community develops trust with the project management and they can freely contribute funds for the operation of the projects and this makes the projects to be sustainable. Boyer et.al (2008) noted that community

participation in assessing project progress is critical for their sustainability. Project progress reporting meetings should be held customarily and the local community equipped to actively participate. He additionally observed that the community should be offered a chance to query on the progress of the community projects because this reduces chances of misappropriation of project resources.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter presents summary, discussion, conclusion and recommendations on the factors influencing sustainability of community based projects: a case of health project in Garissa County.

#### **5.2. Summary of findings**

This section presents the summary of the findings and they are discussed in subsequent headings:

##### **5.2.1. Community Participation**

The study found that the community participation influence sustainability of community based projects in Garissa County. In any community development there is need for cooperation between the organization and the community. Most of the communities which community based projects operates in are characterized by social problems, which include poverty, unemployment and other social evils. In view of the prevalence of the socio-economic problems and geo-physical characteristics, the people in these communities have limited options for their development needs. Consequently these people remain backward and the mass living in these backward pockets are affected socially and physically.

##### **5.2.2. Geographical Factors**

The study found that geographical factors in the environment affect the sustainability level of community based projects. The study further found that to a great extent that caring about environment which hosts a variety of geographical factors is not a luxury

but a prime necessity because projects depend heavily on environment for their sustainability. The most pronounced geographical factors involve the natural resources and environmental aspects such as climate change. These are the major factors contributing to failure of community based projects. Hazards from climate change are diverse, global and difficult to reverse over human time scales. They range from increased risks of extreme weather events, to effects on infectious disease dynamics and sea level rise leading to salinization of land and water sources which interfered with operations of various projects.

### **5.2.3. Project Implementers**

The study established that to a great extent indicated that management of projects has increased the alignment of development projects with host community's priorities promoting project sustainability. Sustainability of community based projects rest on the establishment of committees for the implementation phase, such as steering committees for overall management, or water committees, community health worker teams. The controller and implementers of the community based projects led by the donors, CBOs and NGOs have a major bearing on the sustainability of community based projects. Stakeholders, project staff, the community, and other resources are engaged in planning for project sustainability to achieve a successful outcome. Most aspects of participatory implementation process are planned during the design phase, in particular, the roles and responsibilities of each stakeholder, contributions of the various stakeholders, commitments made by the various stakeholders as well as implementation procedures including the work plan

### **5.2.4. Monitoring and Evaluation**

In addition the study found that projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency

and accountability. The study also established that monitoring and evaluation of projects influence sustainability of community based projects in Garissa. The M&E needs high level of coordination at the management level and draws from the best of each stakeholder in the entire spectrum of project execution and provide correction of any shortcomings. The performance of a venture cannot be sustained without the sustained monitoring and evaluation. It is also imperative that target setting should be done collectively to realign energies and commitment of the stakeholders to the set goal.

### **5.3. Conclusion**

#### **5.3.1. Community Participation**

The study concluded that the community participation influence sustainability of community based projects in Garissa County. In any community development there is need for cooperation between the organization and the community. Most of the communities which community based projects operates in are characterized by social problems, which include poverty, unemployment and other social evils.. Consequently these people remain backward and the mass living in these backward pockets are affected socially and physically.

#### **5.3.2. Geographical Factors**

The study concluded that geographical factors in the environment affect the sustainability level of community based projects. The study further concluded that to a great extent that caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because projects depend heavily on environment for their sustainability. The most pronounced geographical factors involve the natural resources and environmental aspects such as climate change. These are the major factors contributing to failure of community based projects.

### **5.3.3. Project Implementers**

The study concluded that to a great extent indicated that management of projects has increased the alignment of development projects with host community's priorities promoting project sustainability. Sustainability of community based projects rest on the establishment of committees for the implementation phase, such as steering committees for overall management, or water committees, community health worker teams. The controller and implementers of the community based projects led by the donors, CBOs and NGOs have a major bearing on the sustainability of community based projects.

### **5.3.4. Monitoring and Evaluation**

In addition the study concluded that projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability. The monitoring and evaluation needs high level of coordination at the management level and draws from the best of each stakeholder in the entire spectrum of project execution and provide correction of any shortcomings. The performance of a venture cannot be sustained without the sustained monitoring and evaluation.

## **5.4. Recommendations of the Study**

This study recommends the following to ensure maximum CBP sustainability.

### **5.4.1. Project Managers**

Project managers in charge of CBPs should ensure that their operations and daily routine are not interfered by politicians and other leaders. Politicians use such organizations as battle fields that fuel envy and hatred among communities. This can

easily affect the sustainability especially funding of the CBP negatively since many donors may pull out based on their political affiliation.

#### **5.4.2. Project Coordinators**

Project Coordinators in charge of CBPs should seek guidance from consulting firms on proposal writing, budgeting and funds management to ensure that sufficient funds for CBP sustainability. This will ensure that they are equipped with the necessary knowledge and skills suitable for proposal writing and project execution.

#### **5.4.3. CBP Management**

CBPs management should always comply with government's rules and regulations governing their registration to avoid the current situation in Kenya where by CBPs and NGOs are being deregistered for non-compliance. Lastly, CBPs should ensure effectiveness in communication and networking to push their operations and programs to the next level.

#### **5.5. Suggestion for Further Research**

The study has identified the factors that affect sustainability of CBPs. However, this study calls for a further investigation of each single factor to ensure that the issue of sustainability is fully addressed not only in CBPs but all in other NGOs.

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## APPENDICES

### APPENDIX I: LETTER OF TRANSMITTAL

Alinoor Rahoi Hassan

P.O Box 2022-00200

Nairobi, Kenya.

30<sup>th</sup> September 2017

Dear Respondent,

**RE: FACTORS INFLUENCING SUSTAINABILITY OF COMMUNITY  
BASED PROJECTS: A CASE OF HEALTH PROJECTS IN GARISSA  
COUNTY**

I am a Master's student conducting a research project as a requirements for the award of the degree of master of arts in project planning and management at the University of Nairobi currently conducting a research study as entitled above.

I wish to inform that you have been selected as one of the respondents to assist in providing the essential data and information for this activity. I kindly request you to spare a few minutes and answer the attached questionnaire. The information obtained will be used for academic purposes only, will be treated with utmost confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on the questionnaire.

I therefore plead you to respond to all questions with utmost honesty.

Thank you, most sincerely for your support.

Yours Sincerely,

Alinoor Rahoi Hassan

## APPENDIX II: RESEARCH QUESTIONNAIRE

Dear respondent. The researcher is a student of Project Planning and Management at University of Nairobi and the research is for academic purpose only and will be treated with outmost confidentiality. The research seeks to establish the influence of project management practices on implementation of government funded projects in Mombasa County, Kenya. Kindly provide correct and useful data and fill appropriately as logically guided. *(This questionnaire has been provided as a word document that can be filled out in soft copy and returned via e-mail; or printed, filled out and mailed).*

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### PART A: GENERAL INFORMATION

1. What is your Age Category?

- |              |                          |                  |                          |
|--------------|--------------------------|------------------|--------------------------|
| (a) Below 18 | <input type="checkbox"/> | (b) 18-25        | <input type="checkbox"/> |
| (c) 26-33    | <input type="checkbox"/> | (d) 34-41        | <input type="checkbox"/> |
| (e) 42-49    | <input type="checkbox"/> | (f) 50 and above | <input type="checkbox"/> |

2. What Educational background do you have?

- |                     |                          |                      |                          |
|---------------------|--------------------------|----------------------|--------------------------|
| (a) Primary school  | <input type="checkbox"/> | (b) Secondary School | <input type="checkbox"/> |
| (c) Diploma or less | <input type="checkbox"/> | (d) Bachelor Degree  | <input type="checkbox"/> |
| (e) Master Degree   | <input type="checkbox"/> | (f) PH.D Degree      | <input type="checkbox"/> |

3. How long have you been working at Garissa County?

- |                            |                          |                           |                          |
|----------------------------|--------------------------|---------------------------|--------------------------|
| (a) Less than 1 year       | <input type="checkbox"/> | (b) Between 1 and 5 years | <input type="checkbox"/> |
| (c) Between 5 and 10 years | <input type="checkbox"/> | (d) Above 10 years        | <input type="checkbox"/> |



4. Are you involved in CBPs in Garissa County?

Yes

No

If yes, please specify how

**SECTION B: COMMUNITY PARTICIPATION AND SUSTAINABILITY OF  
COMMUNITY BASED PROJECTS**

5. Does community participation influence sustainability of community based projects in Garissa County?

Yes

( )

No

( )

If yes, to what extent does the Community Participation influence sustainability of CBPs at Garissa County in the following roles? Please tick your corresponding responses that are in a scale of 1 No Extent, 2 Low Extent, 3 Moderate Extent, 4 Great Extent, and 5 Very Great Extent

Statements	1	2	3	4	5
Communities are given a voice and vote in all aspects of the project cycle					
Project committees participate in project management and financial decisions					
Project is managed within the existing institutional structure to facilitate continuation of activities after it					
There is a national policy statement that clearly defines the respective responsibilities of the government, the					

Community project committees or key individuals are confident of managing the project facilities and related					
The element of gender parity is observed where women serve on project committees and participating in activities					

**SECTION C: GEOGRAPHICAL FACTORS AND SUSTAINABILITY OF COMMUNITY BASED PROJECTS**

6. To what extent do the following geographical factors influence the sustainability of CBPs in Garissa Town Sub County? Please tick your corresponding responses that are in a scale of: 1 No Extent, 2 Low Extent, 3 Moderate Extent, 4 Great Extent, and 5 Very Great Extent

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Geographical factors in the environment affect the sustainability level of community based projects					
Sustainability of projects in particular depends on the people being in-charge of various geographical factors that affect the project directly or indirectly					
Caring about environment which hosts a variety of geographical factors is not a luxury but a prime necessity because economies depend heavily on their natural resources					
Project sustainability requires every effort to maintain natural capital and to use it sustainably by promoting sound environmental management					

**SECTION D: PROJECT IMPLEMENTERS AND SUSTAINABILITY OF COMMUNITY BASED PROJECTS IN GARISSA TOWN SUB COUNTY**

7. To what extent do the following implementers control and implement CBPs in Garissa Town Sub County? Please tick your corresponding responses that are in a scale of: 1 No Extent, 2 Low Extent, 3 Moderate Extent, 4 Great Extent, and 5 Very Great Extent

<b>Factors Under Consideration</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Effectiveness of NGO's Development Interventions					
Institutional and Management Capacity of Religious Leaders					
Political Class involvement and support as a better prospects for promoting project sustainability					
availability of resources by the Donors					
Capacity building by CBO's for sustainable development					
Project managers have adequate and experience (task familiarity) in management					
There is sufficient human resource for sustainability of the project					
Management of projects has increased the alignment of development projects with host communities priorities					
Community based projects are complex and require multifaceted management skills					

**SECTION D: MONITORING AND EVALUATION AND SUSTAINABILITY  
OF COMMUNITY BASED PROJECTS**

8. Using a scale of 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, Please indicate the extent to which you agree with the following statements in relation to monitoring and evaluation and sustainability of community based projects

	1	2	3	4	5
Project monitoring and evaluation has led to the improvement of quality and governance performance of community based projects					
Monitoring and evaluation of projects in has enhanced community trust with the project operation					
Projects monitoring and evaluation reports has been instrumental in reporting the progress of the projects and in enhancing transparency and accountability					
Monitoring and evaluation of projects has kept the project on-track, on-time, and within budget.					
Monitoring and evaluation of projects has facilitated early recognition of the project problem areas and enabled the project institute the necessary corrective measures					
Monitoring and evaluation of projects has helped in meeting the internal needs of the local community contributing to their empowerment and project performance					

9. In your view do monitoring and evaluation of projects influence sustainability of community based projects in Garissa?

Yes                           No    

**THE END**

**THANK YOU**

### **APPENDIX III: INTERVIEW GUIDE**

1. To what extent does the level of community perception affect the sustainability of community based projects?
2. The success of community based projects goes hand in hand with an individual driven by precedent conditions. Explain
3. Explain how the various government policies determine the sustainability of community based projects.
4. Describe the extent to which various geographical factors have affected the sustainability of community based projects?
5. Describe the role of project implementers play in the sustainability of projects
6. Describe how monitoring and evaluation of projects has helped in meeting the internal needs of the local community contributing to their empowerment and project performance

## APPENDIX IV: NACOSTI PERMIT

**THIS IS TO CERTIFY THAT:**  
**MR. ALINOOR RAHOI HASSAN**  
of UNIVERSITY OF NAIROBI, 8084-100  
Nairobi, has been permitted to conduct  
research in *Garissa County*

Permit No : NACOSTI/P/17/81663/20226  
Date Of Issue : 16th November, 2017  
Fee Received : KSh 1000

on the topic: **FACTORS INFLUENCING  
SUSTAINABILITY OF COMMUNITY BASED  
PROJECTS: A CASE OF HEALTH PROJECT  
IN GARISSA COUNTY**

for the period ending:  
16th November, 2018



  
.....  
Applicant's  
Signature

  
.....  
Director General  
National Commission for Science,  
Technology & Innovation

## APPENDIX V: NACOSTI AUTHORIZATION

### CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation

RESEARCH CLEARANCE  
PERMIT

Serial No.A **16543**

CONDITIONS: see back page

## APPENDIX VI: RESEARCH AUTHORIZATION



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,  
0713 788787,0735404245  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref No. **NACOSTI/P/17/81663/20226**

Date: **16<sup>th</sup> November, 2017**

Alinoor Rahoi Hassan  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on “*Factors influencing sustainability of community based projects: A case of health project in Garissa County*” I am pleased to inform you that you have been authorized to undertake research in **Garissa County** for the period ending **16<sup>th</sup> November, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Garissa County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

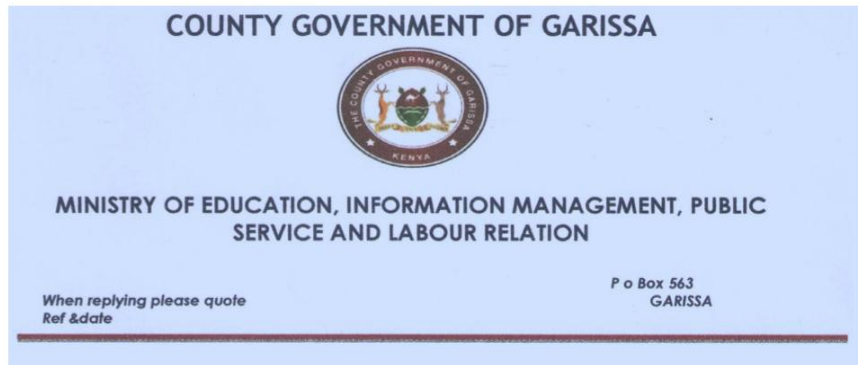
Copy to:

The County Commissioner  
Garissa County.

The County Director of Education  
Garissa County.



## APPENDIX VII: COUNTY GOVERNMENT PERMIT



**COUNTY DIRECTOR EDUCATION**

**GARISSA COUNTY**

**RE: RESEARCH AUTHORIZATION Mohamed Idris Mohamed**

This is to authorize **Mohamed Idris Mohamed**, permit **NACOSTI/P/17/90751/17560** of the University of Nairobi, to carry out research on **"Factors Influencing Stakeholders Involvement in CDF Projects: A Case in Ijara Constituency in Garissa County"**.

Any assistance given to him will be highly appreciated.

## APPENDIX VIII: MINISTRY RESEARCH AUTHORIZATION

### THE PRESIDENCY

MINISTRY OF INTERIOR & CO-ORDINATION OF NATIONAL GOVERNMENT

Telegrams: "COUNTY" GARISSA.  
Telephone: Garissa  
[cgsacounty@gmail.com](mailto:cgsacounty@gmail.com)



OFFICE OF THE  
COUNTY COMMISSIONER  
P.O BOX 1-70100  
GARISSA COUNTY

When replying please quote

REF.NO: CC/EDU/7/3/(81)

20<sup>th</sup> November, 2017

Alinoor Rahoi Hassan  
University of Nairobi  
P. O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Refer to your letter Ref. No. NACOSTI/P/17/81663/20226 dated 16<sup>th</sup> November, 2017 from National Commission for Science, Technology and Innovation on application for authority to carry out research on ***"Factors influencing sustainability of community based projects: A case of health project in Garissa County"*** for the period ending 16<sup>th</sup> November, 2018.

I am pleased to inform you that you have been authorized to undertake your research in Garissa County.

A handwritten signature in black ink, appearing to read 'Ruth N. Mbuli'.

Ruth N. Mbuli  
For: County Commissioner  
**GARISSA COUNTY.**