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An Assessment of Donor Funding on Sustainable Development

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DECLARATION

I declare that this research project is my original work and has not been presented for any award in any other university.

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SUPERVISOR

This research project has been submitted for examination with my approval as university supervisor

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DEDICATION

This research project is dedicated to my late mother Mariam Ayoti Kundu and my loving father Patrick Wesonga Kundu for the gift of life and education. Their continuous support and encouragement throughout my education journey has been tremendous. My brother Ian Wesutsa and Aunt Mary Kundu who have been an inspiration in one way or the other I am highly grateful. I wish to thank you for motivation and support you accorded to me throughout my life. May God be with you and keep you.

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My sincere appreciation goes to the department heads of the Millenium Development Village in Sauri for the support given to me and enabling me to reach the groups where the project was implemented across the 11 villages. Finally I would especially appreciate my colleagues and classmates who supported me in various ways as I went through this academic journey.

Abstract

This study has relevance in assessing the impact of a donor aided project through International Governmental Organizations (NGOs) ie UNDP on the economic and social welfare of the rural population. This will be a case study located in Yala ward, Siaya County at Sauri Village a millennium village due to the MDG support by UNDP. The choice to study UNDP's project ie Sauri village was based on the fact that as a development INGO, UNDP has experience in implementation of variety donor aided projects across the region.

This research will set out to ask the following questions, what is the nature and origin of projects being implemented by UNDP at Sauri Village? What is the impact of the Sauri Village Project? How sustainable is the project being implemented in the region? Is it possible for Sauri Village project to be implemented without donor aid? What constraints have INGOs encountered during implementation of these projects? The discussions will be guided by interview schedules with different respondents. Systematic and random sampling methods will be used to choose respondents as well as groups to participate in the study.

This study intends to prove that 1) donor-aided projects accelerate the donor dependency syndrome among the beneficiaries; 2) the project is not sustainable as it is purely dependent of donors and not the beneficiaries or the government, 3) a small percentage are economically and socially impacted.

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CHAPTER ONE

1.0 Introduction

The chapter presents background information on the subject matter of the research and covers the following aspects, the problem of under development, donor interventions and finally the continuous challenge of sustainability regardless of the skills acquired.

1.1 Area of study

The area of study, Sauri Millennium Village in Yala Division, Siaya County in Nyanza region is designed to demonstrate how the eight Millennium Development Goals can be met in rural Africa within five years through community-led development since its inception in 2004. It has 11 villages covering 1325 square kilometers. The Millennium Villages initiative is supported by Millennium Promise, UNDP, the Earth Institute at Columbia University, and the UN Millennium Project. The interventions to bring villages out of extreme poverty are implemented by the communities themselves.

1.2 Background of the study

More than fifty years of aid to third world communities has seen huge numbers of dollars going down the drain with little impact; poverty continues to nag at the millions of poor people in these communities. Scholars globally have used a number of terms to¹ describe the development situation of developing countries mostly sub-Saharan African countries like under development and most recently mal-development. Annually around \$ 100 billion dollars of money is channeled to aid seeking to alleviate poverty. A typical African country received more than 15% of its income from international aid in the 1990s.

¹ Easterly W, *The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and so little good*, 2006, P. 45.

Africa² has the greatest proportion of people living in extreme poverty more than 32 percent or roughly 300 million people living on less than \$1 a day. The continent's environmental, epidemiological and geographical challenges including low-productivity agriculture, a high disease burden, and high transport costs render African countries most vulnerable to constant poverty. This means that access to safe drinking water and firewood for cooking, natives must walk several miles daily. ³ It means that a child in sub-Saharan Africa dies of malaria every 30 seconds, and that 1 in 16 women die in childbirth. With these rural communities stuck in a poverty trap, they are unable to make the investments in human capital and infrastructure required to achieve self-sustaining economic growth.

The Millennium Villages are proving that by fighting poverty at the village level through community-led development, Africa can achieve the ⁴Millennium Development Goals global targets for reducing extreme poverty and hunger by half and improving education, health, gender equality and environmental sustainability by the 2015 target, and escape the extreme poverty that traps hundreds of millions of people throughout the continent. It has been argued that with the various contexts in Africa it is impossible to set a time frame to meeting the 2015 MDG target on eradicating extreme poverty.

The concept of simple solutions like providing high-yield seeds, fertilizers, medicines, drinking wells, and materials to build school rooms and clinics are effectively combating extreme poverty and nourishing communities into a new age of health and opportunity. Improved science and technology such as agroforestry, insecticide-treated bed nets, antiretroviral drugs, the Internet, remote sensing, and geographic information systems enriches

² <http://www.millenniumvillages.org/the-villages/sauri-kenya> accessed on 12th September 2013

³ <http://www.millenniumvillages.org/> accessed on 12th September 2013

⁴ <http://www.un.org/millenniumgoals/> accessed on 16th September 2013

this progress. Over a 10-year period spanning two five-year phases, community committees and local governments build capacity to continue these initiatives and develop a solid foundation for sustainable growth.

Defining the terms development and sustainability conceptually remains a hurdle in scientific development debates. In this research the definitions used are borrowed from the research works of Himmelstrand and Kinyanjui⁵ who defined development as the capacity to produce or provide the means of production to satisfy the consumption needs of the masses. This capacity has remained the domain of the state in the third world, positioning the poor as recipients. In defining the term sustainability, Joaquin⁶ and Lyson, Stephens and Smuts⁷ used terms such as magnitude of inheritance after donor support, ability of the government to take over donor supported programmes, time after evaluation and before phase out, and the continuation of project activities after phase out of donor support. In short, they all define development sustainability as maintaining capacity to produce and keeping the outcomes and impacts that ensue as the result of project interventions. This conceptualisation has led to longitudinal research measuring and analysing sustainability by USAID supported development programmes in Sauri Village, Siaya County. In addition, the global picture is provided by donors such as USAID, major donors in the programmes situated in the village.

Recently a nurturing debate has emerged on how NGOs can put an end to the dependency syndrome that had bequeathed them wholesale which stems from the funding along donor agencies goals and objectives. This study is set to find out whether donor funded projects

⁵ Lyson, M. Smut, C. & Stephens, A. 2001. *Participation, Empowerment and Sustainability: How do the link work?*. Urban Studies Vol 38 (8), p. 9.

⁶ Joaguin, L. (1998). *Development Sustainability through community participation. Mixed results from the Phillipine Health sector*. Brook Field USA. Aldershot, p. 23.

⁷ Lyson, M. Smut, C. & Stephens, A. (2001). *Participation, Empowerment and Sustainability: How do the link work?*. Urban Studies Vol 38 (8), p. 77.

can be sustainable and positive. The UNDP Millennium Sauri Village will be assessed and taken as a case study for establishment of whether donor funding is a requisite for sustainable development.

1.3 Statement of the Research Problem

The proliferation of NGOs in the North and South since the late 1980s and 90s has brought critical questions by both practitioners and scholars about NGOs effectiveness and sustainability. We still face a doctrinal vacuum concerning its nature and its aims. An indistinct consensus has been arrived at on sustainable development, but it also raises many questions. What is the nature and origin of projects being implemented?

Secondly, what is the impact of projects? How sustainable are the projects being implemented in the region? What constraints have INGOs encountered during implementation of these projects? Is it structural and can it be solved? Consequently we should make a clear distinction whether donor funding should be reformed or completely transformed. At the global and local level, donor funded projects continue to be criticized for being less effective. Finally I would like to focus on whether it is possible for a project to be implemented without donor aid? The main question here is to understand the legitimate concerns associated with donor funding in relation to ensuring sustainable development is achieved.

1.4 Objectives of the Study

The objectives of the study are:-

1. To investigate the effect of the institutions on the projects development and continuity of the project.
2. To establish the how the project development process affect the sustainability of the project.
3. To examine the influence of project organization on the sustainability of the project.
4. To investigate the influence of donor on the sustainability of the Project.

This study intends to show that donor-aided projects accelerate the donor dependency syndrome among the beneficiaries; it also seeks to prove that the donor funded projects are not sustainable as they are purely dependent of donors and not the beneficiaries or the government. Finally, it seeks to show the relative success of a small percentage that is economically and socially impacted.

1.5 Literature Review

This study is about the impact of donor aided programs through NGOs in creating sustainability. Literature reviewed in preparation for this research found limited literature on assessing the impact of donor aided projects more on the role of NGOs in community development using donor money. This section attempts to present a critical review of the available literature on the subject matter of research. It presents the historical element of donor support NGOs and looks at the influencing factors, but also reviews the impact of donor funds both at community level, and also point out some of the impact of donor funds.

Esra Guler ⁸underlines the concept of NGOs effectiveness and sustainability. She emphasizes on rethinking the NGOs' role in development and exploring ways to improve their effectiveness. Weak strategic planning due to the idea of NGOs orienting their priorities towards the choices of their partners and investing more in monitoring and evaluation systems, among others, will create opportunities to learn and increase accountability and Interactive partnerships among NGOs, public and private organizations are required for sustainable impact on development. She is of the view that what is vital for sustainability is not only sufficient quantity of funding, but also its quality and diversification. Dependency on one donor may distort an NGO's autonomy and weaken legitimacy. When mobilizing funds, NGOs need to find multiple donors with an optimum mix of quantity and quality of funds.

Moreover as Jessica Vivian⁹ notes, a conceptual framework seems to have emerged. Evaluation of specific NGO environment projects to assess the mechanisms through which the NGO sector as a whole might make a significant contribution to sustainable development, and the problems in doing so. The conceptual theory can be linked into two academic assumptions. First, it is argued that one major obstacle faced by NGOs is the demand made upon them to find simple, neat and comprehensive solutions to complex development problems. Secondly, the tendency on the part of donors and NGO supporters to expect success stories is called here the magic bullet syndrome, and it is argued that this emphasis on simplicity and on success is unrealistic and counterproductive.

⁸ Guler, Esra, *How to Improve NGO Effectiveness in Development? A Discussion on Lessons Learned* (February 18, 2008). Available at SSRN: <http://ssrn.com/abstract=1620529>, accessed on 24th September 2013

⁹ Ibid.

While the idea and practice of community development existed within the colonial period, voluntary bodies did not present themselves or their work in terms of development until much later when the ¹⁰US Government and international agencies began to distinguish half the world as “underdeveloped” and to describe development as a universal goal. The post independence Africa economy did at least sustain a social infrastructure that, while not comparable to the conditions in the west nevertheless served a wide population. The impact of these interventions was reflected in the subsequent dramatic changes in average life expectancy, infant and child mortality rates, improvements in nutritional status of the young, literacy levels and educational enrolment. These achievements were observed up to the 1970s as a result of these social programmes.

Consequently, the role of NGOs in the early post independence period remained marginal as the state provided most of the social services. Developing countries with ¹¹good monetary and trade policies have positive impact but in the absence of these policies the aid has small and insignificant impact on growth. Policy appears to have a nexus between aid effectiveness in developing countries. On the contrary, Gong and Zou quoted in stated that foreign aid depresses domestic savings, and mostly channels it into consumption and has no relationship with investment and growth in developing countries. Aided projects ¹²are likely to have little or no substantial impact in poor sector-policy environment and where projects are not well integrated. Unfortunately, a donor is more likely to ignore the potential negative externalities on recipient country systems.

¹⁰ Firoze Manji and Carl O’Coil, 2002. *The Missionary Position: NGOs and Development in Africa*. Oxford University press, London, pp. 33-35.

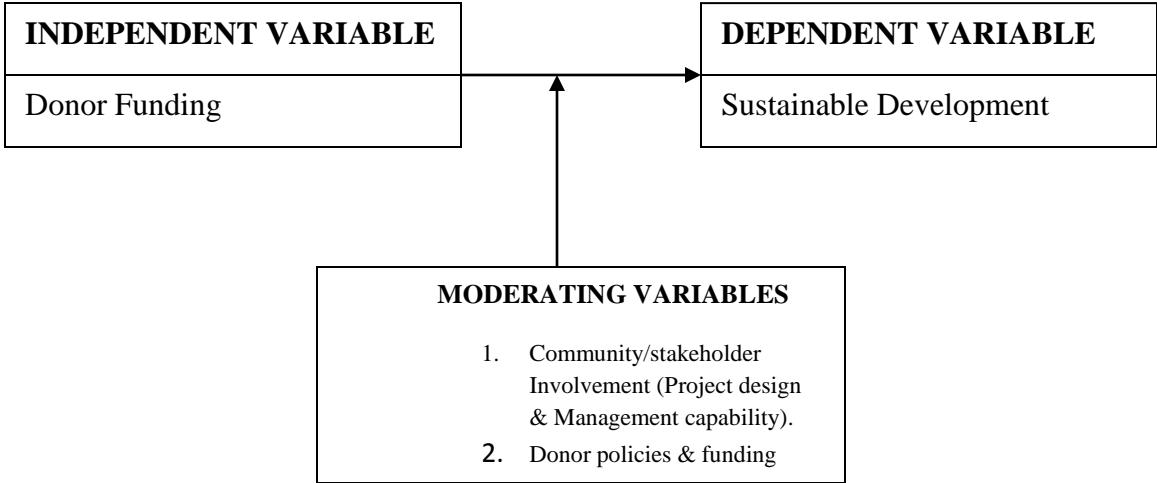
¹¹ Vu Minh Duc, 2002. *Foreign Aid and Economic Growth in the developing Countries- A cross Country Empirical Analysis*, Oxford University press, London, pp. 81-82.

¹¹ Vu Minh Duc, 2002. *Foreign Aid and Economic*

¹² Stephen Knack, 2006. *The effects of Donor fragmentation on Bureaucratic Quality in aid recipient countries*: World Bank Report.

With most developing countries ¹³increasingly becoming indebted to the west, the neo-liberal policies became the political –economic ideology by the west over the developing countries demanding a minimalist role of the state in delivering social services, and rather concentrate on providing the enabling environment for growth and part of the problem of aid ineffectiveness has a lot to do with the fragmentation of donor program/projects. The real effects of donor fragmentation among others include; each recipient must contend with many small projects from many different donors which breeds duplication, take much time of government ministers in aid intensive countries.

1.6 Conceptual Model



Explanation: The above conceptual framework demonstrates independent, dependent and moderating variables in this study. Sustainable Development is the dependent variable and the independent variable is Donor Funding. The interpretation is that sustainable development directly depends on the availability of donor funding. Consequently this also depends on a number of other moderating variables like Donor funding policies and objectives, focus of

¹³ William Easterly and Tobias Pfitze, 2008. *Where does the money go? Best and Worst practices in Muhumuza*, Dar es Salaam Press, p. 3.

donor funding towards development projects, community or stakeholder Involvement in project design and implementation and the Management capability of the implementation team.

1.7 Justification of the Study

The struggle to attain sustainable development especially in Africa has for a very long time been associated with donor aid. Donors have over the years increased donations to development programs in the developing countries with the aim of improving livelihoods. Subsequently many Non Governmental Organizations have created donor dependent programmes or projects in the effort to attain these goals. It is anticipated that this programmes will sustainably elevate the social and economic welfare of the grassroots citizens, hence improving their standards of living thus, one of the assumptions of donor aid through NGOs/CSOs would be to pursue poverty reduction as a goal and sustainability of donor aided programs as a major development value and principle.

Globally, development assistance is increasingly being criticized for not realizing real impact on the target beneficiaries of programs. For Africa, the question of why development is not working has not been answered for a long time, and the search for a solution continues. The NGOs in Kenya, the right hand counterpart of donors, have been awarded significant amounts of money with the aim to fight poverty, yet the situation doesn't seem to change for the better.

Although International Aid is one of the most powerful weapons against poverty, it has been under used and poorly targeted in situations where the sole purpose of improving the situation of the recipient country is not given adequate priority due to lack of clear policies and priorities. Lack of clear objectives results in reduced impact or no impact whatsoever felt by the recipients.

1.8 Research Methodology

1.8.1 Introduction

This section presents key methodological issues that will be followed while conducting this research. The areas to cover will include; the nature of research design, the scope of the study, the population of the study, the sample size, sampling techniques and data analysis methods used.

Numerous texts exist on donor funding in relationship to sustainable development. Use of secondary materials like academic papers, reports by International Non Governmental Organizations and other bodies that have been beneficiaries of donor funding to ensure sustainable development is achieved.

The use of internet sources will also be paramount so as to shed more light on the research as the study will be more library-based. There will be extensive literature review of secondary materials and recent developments in the donor funding circle. It will incorporate primary data that will be collected through discussions guided by interview schedules with different respondents. Systematic and random sampling methods will be used to choose respondents as well as groups to participate in the study.

The secondary data will be collected through desktop research and a study on existing literature on donor funding and sustainable development. This will include the use of journals, text documents and other sources of information available on donor funding in relationship to sustainable development. The use of secondary data will help in identifying the historical trends in the development of sustainable development since the inception of donor funding in African Countries.

CHAPTER TWO

2.1 Introduction

This chapter presents review of literature on sustainable funding with reference to donor funded projects. The sources of literature include books, journal and web articles. The chapter is organized according to the main areas of the study.

2.2 The Context of International Aid in Developing Countries

According to the Reality of Aid Report ¹⁴International aid is defined as flow of resources from one country to another. It is one of the most important weapons employed in the war against poverty. When international aid is used towards attaining the wrong objectives, its impact ends up being reduced or not felt at all. The beneficiaries needs include both short and long term objectives which need clear policies and priorities to be in place. Although international aid is one of the most powerful weapons against poverty, it has been under-utilized and poorly targeted in situations where the solitary purpose of improving the situation of the recipient country is not given adequate priority. When effective and focused aid is targeted to a developing country, it has potential to increase economic growth.¹⁵

The Concord report¹⁶ indicates that most of aid to poor countries is phantom aid; where the amounts are not targeted for poverty reduction with most of the funds counted as debt relief. This aid is also over priced and ineffective due to the conditions, poor coordination and unpredictability. When international aid is driven by political approaches instead of national

¹⁴ Reality of Aid Management Committee (2006) *Focus on Conflict, Security and Development*. Zed Books, London, p. 8.

¹⁵ Ibid

¹⁶ Concord Report (2007) *Hold the applause: EU governments risk breaking aid promises*. Concord Federation, London, p. 43.

interest, it becomes capricious and some of the projects may be left undone. This unpredictability is a challenge to sustainable development and poverty reduction measures.

Development entails improvement in standards of living by ensuring that all have access to basic needs like food, water, shelter, clothing, health and education. It is promoted by a stable political, social and economic environment with associated political, social and economic freedoms. Human development on the other hand involves creating an environment in which people can develop their own potential and lead productive and creative lives in accord with their needs and interests. A prerequisite to human and economic development is secure environment; for it is the whole range of economic, social and cultural progress to which people aspire. Human security should go hand in hand with the promotion of development.¹⁷

According to Brundtland commission¹⁸, development encompasses all the major challenges of globalization which include economic development, environmental protection and reduction of inequality and improvement of human welfare which contribute to poverty reduction. Sustainable development involves continuous engagement of those responsible for economic policy, environmental policy and social policy with representatives of various stakeholders affected.

Development has emerged as a powerful set of theories and practices which has influenced the post-war evolution of the developing world. It is instructive to note that a focus on economic and social development has always assumed that the advanced industrial countries have attained a stage in which considerations of development are absent. To examine development as discourse means to understand why so many countries started to see themselves

¹⁷ Ibid, p. 90

¹⁸ Ibid. P. 91.

as underdeveloped in the post-war period, how development became a fundamental problem and how whole fields of knowledge and endless strategies were devoted to this task.

While the idea and practice of community development existed within the colonial period, voluntary bodies did not present themselves or their work in terms of development until much later when the US Government and international agencies began to distinguish half the world as “underdeveloped” and to describe development as a universal goal. The post independence Africa economy did at least sustain a social infrastructure that, while not comparable to the conditions in the west nevertheless served a wide population. The impact of these interventions was reflected in the subsequent dramatic changes in average life expectancy, infant and child mortality rates, improvements in nutritional status of the young, literacy levels and educational enrolment. These achievements were observed up to the 1970s as a result of these social programmes¹⁹.

Consequently, the role of NGOs in the early post independence period remained marginal as the state provided most of the social services. With most developing countries increasingly becoming indebted to the west, the neo-liberal policies became the political economic ideology by the west over the developing countries demanding a minimalist role of the state in delivering social services, and rather concentrate on providing the enabling environment for growth and waste time in providing social services²⁰.

These policies that were implemented by the Breton Woods institutions like the WB, resulted in a raise in unemployment and decline in real incomes of the majority, the social basis and structure was restructured and transformed thus strengthening the forces or alliances that would be sympathetic to the situation. Externally imposed constraints on health, education and

¹⁹ Manji & Carl O’Coil, 2002, p.3

²⁰ Firoze Manji & Carl O’Coil, p. 11

welfare measures and social programmes, liberalisation of price controls and the dismantling of state owned enterprises contributed to widening of internal disparities.

SAPS were linked to the deteriorating health conditions in Africa and Latin America, leading to increases in the incidence of child malnutrition, growth in infectious diseases and in infant and maternal mortality rates. The bilateral and multilateral institutions set aside significant volumes of the funds aimed at mitigating the social dimensions of the adjustments. These acted as palliatives to minimise the more glaring inequalities that their policies had perpetuated.²¹

The history of development aid dates to the period after World War II, 1945-1960, a period when some of the African countries were emerging from colonialism and World War II. Development as a grand theory providing solutions to the problems of global poverty has failed to deliver on its promises. The failures of development theory, especially increased environmental degradation led to the search for a new approach such as sustainable development.

Foreign aid has played a critical role in the elaboration of the development discourse. It stands firmly at the intersection of political and security interests and economic and social development. In developing the terrain of the aid regime, I will suggest that this regime contains a limited and limiting conception of development. The omissions or silences of liberal development theory-the discovery of the rural poor, the recognition of the salience of women in development, the importance of redistributivist strategies, and the crucial role played by open political institutions-all reappear periodically at the dawn of a new age. Tracing the connections

²¹ Papanek, G. F. (1973, "*The effect of aid and other resource transfers on savings and growth in less developed countries*," *Economic Journal*, vol.82, no.327, p.935-950.

between foreign aid and development choices in the world economy is a task central to understanding current development practices.²²

In the post World War Two period, billions of dollars have been transferred from developed to developing countries in the form of economic aid. Foreign aid has long occupied a central place in international development policy. Despite the absence of a consensus on the effectiveness of aid, and a failure of the donor states to attain the norm of 0.7 per cent of GNP in development assistance, an international aid regime can be identified. The aid regime produces and maintains a distinct pattern of development and is itself the product of ideas and theories on development.²³

The aid regime is predominantly structured around the interests of the donors. Given that 'he who has the gold makes the rule' the power of the purse is evident in the specific features of the regime. The negotiating framework places the recipients in the position of supplicants; decisions on the allocation of aid are reserved for the bilateral or multilateral donors. Procedures for the evaluating the success of aid remain with donor institutions. Aid is regarded as a supplement rather than a replacement for private capital.

The aid regime was developed after the Second World War and owes its origin to the Cold War and post imperial European politics.²⁴ During the colonial period technical assistance was provided by the metropolitan countries to the colonies but the scale of these programmes did not prefigure the post-war effort. A number of factors underlay the decisions by the

²² Ibid, p. 233.

²³ ²³ Mosley, P. Hudson, J. and S. Horrell (1987), *Aid, the public sector and the market in less developed countries*, Economic Journal, vol.97, no.387, p.616–641.

²⁴ Ibid, p. 24.

industrialised world to develop aid policies after 1945. Political and strategic motives have been inextricably linked with the growth of foreign aid.

In the Cold War context, aid was one of the foreign policy instruments used by both sides in the East-West confrontation. The phenomenal success of the Marshall Plan, under which massive grants from the United States provided the capital equipment and other resources to stimulate the rapid economic recovery of Western Europe (which was already in possession of the infrastructure of a self-sustaining economy), provided an early ideal model of the possibilities of foreign aid, despite the differences in material conditions between Europe and the developing world. Economic aid was frequently linked to military aid. Studies of the distribution of aid show a close correlation between strategic interests and aid flows. Western countries attempted to promote economic development in the South through foreign aid on the basis of the theory that a link existed between economic development and democracy. Hence the granting of aid would "contribute to the growth and strengthening of liberal democratic political systems in the Third World."²⁵ On both sides of the East-West divide communist and capitalist regimes saw aid to Third World regimes as a means of gaining influence with compliant regimes. The ex-colonial powers used aid as a means of maintaining commercial and political influence in their ex-colonies.²⁶

The aid regime is not static and its key components have evolved since the 1950s, but at its core are the changing theories of development. The economic rationale for aid is based on the claim that the macroeconomic contribution of aid to recipient countries is positive through

²⁵ Packenham, 1973: 5

²⁶ Dalgaard, C. J., Hansen, H. and F. Tarp (2004), "On the empirics of foreign aid and growth," *Economic Journal*, vol.114, p.191–216.

the promotion of improved economic policies and resource allocation.²⁷ It increases the efficiency of capital through strengthening technical, managerial, institutional and administrative capacity. In an unequal international economic system and imperfectly functioning capital markets, aid reallocates capital from rich countries to poor countries. And a crucial role for aid is the relief of poverty through the protection of the incomes of the poor.

The role of foreign aid in the growth process of developing countries has been a topic of intense debate. Foreign aid is an important topic given its implications for poverty reduction in developing countries. Previous empirical studies on foreign aid and economic growth generate mixed results. For example, Papanek²⁸, Dowling and Hiemenz²⁹, Gupta and Islam,³⁰ Hansen and Tarp,³¹ Burnside and Dollar,³² Gomane, *et al.*³³, Dalgaard *et al.*,³⁴ and Karras, find evidence for positive impact of foreign aid on growth; Burnside and Dollar and Brautigam and Knack³⁵ find evidence for negative impact of foreign aid and growth, while Mosley *et al.*, Boone,³⁶ and Jensen and Paldam³⁷ find evidence to suggest that aid has no impact on growth. It should be noted that, although Burnside and Dollar concluded that foreign aid has positive effects, this conclusion applies only to economies in which it is combined with good fiscal,

²⁷ Ibid.

²⁹Dowling, M. and U. Hiemenz (1982), *Aid, Savings and Growth in the Asian Region*, Economic Office Report Series 3, Asian Development Bank: Manila.

³⁰ Gupta, K. L. and M. A. Islam (1983), *Foreign Capital, Savings and Growth—An International Cross-Section Study*, Reidel Publishing Company: Dordrecht.

³¹ Hansen, H. and F. Tarp (2001), "Aid and growth regressions," *Journal of Development Economics*, vol. 64, p.547–570.

³² Burnside, C. and D. Dollar (2000), "Aid, policies, and growth," *American Economic Review*, vol.90, p.847–868.

³³ Gomane, K., Girma, S. and O. Morrissey (2005), "Aid and growth in Sub-Saharan Africa: accounting for transmission mechanisms," *Journal of International Development*, vol.17, no.8, p.1055–1075.

³⁵Brautigam, D. A. and S. Knack (2004), *Foreign aid, institutions, and governance in Sub-Saharan Africa*, *Economic Development and Cultural Change*, vol.13, p.255-285.

³⁶ Boone, P. (1996), "Politics and the effectiveness of foreign aid," *European Economic Review*, vol.40, p.289–329.

³⁷ Jensen, P. S., M. Paldam (2003), *Can the New Aid-Growth Models Be Replicated?*, Working Paper No.2003–17, Institute for Economics: Aarhus.

monetary, and trade policies. A recent study by Doucouliagos and Paldam (2009),³⁸ using the meta-analysis covering 68 papers containing a total of 543 direct estimates, it is found that the effect of aid on growth estimates scatter considerably and add up to a small positive, but insignificant, effect on growth.

The main role of foreign aid in stimulating economic growth is to supplement domestic sources of finance such as savings, thus increasing the amount of investment and capital stock. As Morrissey³⁹ points out, there are a number of mechanisms through which aid can contribute to economic growth, including (a) aid increases investment, in physical and human capital; (b) aid increases the capacity to import capital goods or technology; (c) aid does not have indirect effects that reduce investment or savings rates; and aid is associated with technology transfer that increases the productivity of capital and promotes endogenous technical change.

According to McGillivray *et al.*⁴⁰, four main alternative views on the effectiveness of aid have been suggested, namely, (a) aid has decreasing returns, (b) aid effectiveness is influenced by external and climatic conditions, (c) aid effectiveness is influenced by political conditions, and (d) aid effectiveness depends on institutional quality. It is interesting to note that in recent years there has been a significant increase in aid flows to developing countries although other types of flows such as foreign direct investment and other private flows are declining. For example, according to the Organization for Economic Corporation and Development⁴¹, foreign direct investment and other private flows are on the decline, and remittances are expected to

³⁸ Doucouliagos, H. and M. Paldam (2009), *Conditional aid effectiveness: a meta-analysis*, *Journal of International Development*, vol.21, no.7, p.1582-1601.

³⁹ Morrissey, O. (2001), *Does aid increase growth?*, *Progress in Development Studies*, vol.1, no.1, p.37-50.

⁴⁰ McGillivray, M., Feeny, S., Hermes, N. and R. Lensink (2006), *Controversies over the impact of development aid: it works; it doesn't; it can, but that depends*, *Journal of International Development*, vol. 18, no.7, p.1031–1050.

⁴¹ Organization for Economic Corporation and Development (OECD) (2009), *DAC News: Development Aid 2008*, OECD: Paris.

drop significantly in 2009. Budgets of many developing countries were hit hard by the rises in food and oil prices in the last two years. Many countries are not in a strong fiscal position to address the current financial crisis. According to the OECD⁴², in 2008, total net official development assistance (ODA) from members of the OECD's Development Assistance Committee (DAC) rose by 10.2% in real terms to US\$119.8 billion and is expected to rise to US\$130 billion by 2010. Africa is the largest recipient of foreign aid. For example, net bilateral ODA from DAC donors to Africa in 2008 totaled US\$26 billion, of which US\$22.5 billion went to sub-Saharan Africa. Excluding volatile debt relief grants, bilateral aid to Africa and sub-Saharan Africa rose by 10.6% and 10% respectively in real terms.

2.3 Sustainable Development

Perhaps the most popular definition of sustainability is drawn from the 1987 report of the U.N. World Commission on Environment and Development (also known as the Brundtland Commission) which defined it as "meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability, by our definition, is the ability of a project to initiate a process by which benefits are maintained."⁴³ The word project is used in different ways by different stakeholders. In some circumstances, it is viewed as a temporary administrative arrangement, a budget, the physical infrastructure, a period of time, and even as some combination of all four. Sustainability cannot be objectively quantified as it requires value judgments to actually apply the concept to specific projects and to come to

⁴² Ibid

⁴³ Hodgkin J. (1994). *The Sustainability of Donor-Assisted Rural Water Supply Projects*. WASH Technical Report p. 94

conclusions as to whether or not the projects will supply sustainable benefits.⁴⁴ Two fundamental problems arise:

1. The measure of benefit is often imprecise-the benefit intent of a project may cover multiple goals. Though a level of service may be maintained, that service itself has several dimensions of benefit, such as quantity, access, reliability, quality, and cost (QARQC).
2. The adjective "sustainable has strong normative connotations. Different participants in the projects (donors, host government, beneficiaries) will have different evaluations of sustainability based on the relative value of achieving the various goals.

Benefit levels may be expressed in many ways. One frequently used measure is improved health, as indicated by a reduction in child mortality and morbidity from diarrhea diseases. Or it may simply be stated as the number of people who have improved access to potable water and sanitation systems. In any case, benefit level implies a threshold value whereby goals are said to be achieved and consequently a project is pronounced sustainable. However, if one accepts that there are degrees of sustainability, and then one must abandon the distinction of "have they/"have "they not achieved all goals, and allow for tradeoffs among different goals. One would need an explicit preference function for the decision-maker to use. This implies a welfare function which would aggregate the different benefits by assigning relative value to the achievement of different goals. Even then, the concept of sustainability would require a time dimension.

⁴⁴ Mosley, P. (1980), "Aid, savings and growth revisited," *Oxford Bulletin of Economics and Statistics*, vol.42, no.2, p.79-95.

An operational definition which permits some degree of ordinal ranking by sustainability will have to be narrow and specific. For instance, in a study of three African countries, Bowrt⁴⁵ defined sustainability in terms of outcomes persisting at least two years after project termination; and in a comparative study of five countries in Africa and Central America (1990), he defined it as outcomes at least three years after project termination (meaning completion of construction). Honadle and VanSant⁴⁶, in a study of sustainability of integrated rural development projects, defined it in terms of "the percentage of project-initiated goods and services that is still delivered and maintained five years past the termination of donor resources." This latter definition appears empirically verifiable but in practice will be complicated by multiple outputs and lack of agreement about the verification of delivery and maintenance.

Some definitions consider as a criterion of sustainability that the beneficiaries cover all costs after donor assistance has ended. This is a rigorous criterion that seldom applies even in developed countries, and it is appropriate that the Development Assistance Committee (DAC) modified it to mean that a project could be considered sustainable even though some external support is provided, i.e., the capacity to implement a program or facility exists and the beneficiaries are self-reliant (but not necessarily self-sufficient). Resources could also come from transfers from other parts of the project sector or intersectoral allocations.

Sustainable development as an idea and practice is the latest in a long line of major approaches to economic development. Whether sustainable development is the major paradigm in contemporary debates on development or one approach among many is a moot point. It is, in

⁴⁵ Bowrt (1989) cited in www.dac.org and accessed on 19th September 2013

⁴⁶ Honadle and VanSant (1985) *ibid.*

its various guises, the dominant solution to the problems of environmental degradation and poverty in the South. Sustainable development represents a new justification for intervention in the developing world.

The upsurge of interest in the environment on the part of development theorists and practitioners is the result of a myriad of factors. It is partly connected to a new awareness of ecological processes and of the necessity to reorient the development process. It is also related to a modification in certain practices, for example, assessing the environmental impact of development projects, obtaining knowledge at the local level, and small-scale development assistance by non-governmental organizations (NGOs). New social situations created by the failure of top-down development projects, the social and ecological problems associated with these failures and new forms of protest have also had an influence on the increased interest in sustainable development. Finally, new economic and technological processes on a global scale that have resulted in heightened awareness of global processes.⁴⁷

One of the sources of conceptual confusion surrounding the term is that no agreement exists regarding what exactly is to be sustained. The goal of sustainability sometimes refers to the resource base itself, and sometimes to the livelihoods which are derived from it. First, sustainable development appears to require an inescapable commitment to equity, specifically inter-generational equity. In other words, sustainable development policies should ensure that the welfare of future generations is no lower than our own. Secondly, sustainable development requires an entrenchment of environmental considerations in policy-making. Efficiency in resource use entails the internalization of environmental costs in pricing decisions. That is,

⁴⁷ Escobar, 1995: 194 cited in ⁴⁷ Mosley, P. (1980), *Aid, savings and growth revisited*, Oxford Bulletin of Economics and Statistics, vol.42, no.2, p.79–95.

efficiency is defined so that the full costs of goods and services are reflected in the price of production inputs and consumer goods. Thirdly, there is concern with the inter-country and intra-country effects of changes in economic policies. The articulation of sustainable development has initiated a focus on the transfer of capital by governments and international agencies. The generation of a new development paradigm requires changes in development policies.

Previous top down approaches to development are eschewed in favour of a participatory approach which engages the local population. Successful grassroots participation is part of a new focus on the social components of sustainability. This focus on participation partly arose from the conclusion that the state had failed in many developing societies. New agents capable of transforming societies were sought by the aid agencies.⁴⁸

2.4 The nexus between donor funding and sustainable development

The new approaches to development financing under the umbrella of sustainable development, however, share certain key features with the old aid regime. First, aid is perceived as a supplement to private finance. Indeed, it is private capital which is given the greatest role in the promotion of sustainable development. Moreover, in the era of the financing of sustainable development, foreign aid has continued to fall in real terms. In 1990, official development assistance from the AICs represented 0.34 per cent of the donor's GNP but by 1993 it had fallen to 0.30 percent⁴⁹. This fall is also noticeable with respect to aid flows to the poorest countries.

⁴⁸ Ibid, p. 76.

⁴⁹ World Bank, 1995: 200

In 1990, the low income countries received 0.12 per cent of donor GNP in aid, but by 1993 this had declined to 0.09 per cent⁵⁰.

The role of external public agencies is to assist local and foreign capital. Second, the provision of aid is related to the existence of a sound policy framework. This framework, and attendant conditionality, is determined by the donors. A key feature of the new regime is political conditionality. Although political conditionality, good governance and democratization were articulated initially separately from sustainability⁵¹ they have become inextricably linked with sustainable development. Political conditionality as a principle of the aid regime emerged in the geo-political space created by the end of the Cold War. Where once democracy was defined as anti-communism, now it is couched in terms of the rhetoric of good governance. Third, the regime dictates where investment will go. The current stress is on social development, especially education, primary health care and population. Despite the emphasis on local participation, aid remains predominantly supply driven. That is, it is the interests and objectives of the donors which take precedence over the demands of the recipients. In other words, the explicitly political aspect of the regime is determined by donors.

⁵⁰ Ibid: 201

⁵¹ Baylies, 1995; Burnell, 1993; Robinson, 1993; and Hopkinson, 1992

CHAPTER THREE

3.0 Case Study

3.0.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This section is an overall scheme, plan or structure conceived to aid the researcher in answering the raised research question. In this stage, most decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. Therefore in this section the research identified the procedures and techniques that were used in the collection, processing and analysis of data. The chapter describes the research design and methodology that was used to guide the study under the following sub-headings: the research design, target population, sample and sampling design, data collection instruments, data collection procedures and data analysis procedures.

3.0.2 Research Design

This is a case study research, based on a millennium village in Sauri, Yala Town in the western part of Kenya. The choice for the village as a case study research was based on the MDG support by UNDP working towards sustainability. Some of the characteristics of the project that made it fit for the study include; long history of funding, implementation of millennium development goals and the international approach to donor funding. Cognizance of this, it would be much easier to access impact due to the timeframe. In order to evaluate this project, an analytical approach was taken in regard to measuring the impact.

3.0.3 Target Population

Target population is derived from the following groups of the community; community members who are direct or indirect beneficiaries, heads of departments from millennium villages project, local leaders, provincial administration, UNDP staff at the site, households and institutions in the respective area where the project has been implemented.

3.0.4 Sample Size

During the study, 7 heads of the eight MDG departments including the village headman and a senior teacher were interviewed as key informants. Focus Group Discussions were held with various members of the community. Also, 13 households in the area of both beneficiary and non-beneficiary members were interviewed. In quantitative terms, the total number of respondents that participated in the research including FGD's was 33. The study grouped the population into three strata; household, donor, and representatives of departments seconded to the project.

3.0.5 Sampling Methods

A list of villages was obtained from the chief and it is this list that was used to randomly sample the villages and households. The random sampling method was used in order to avoid bias and reduce the margins of error in the data. It was also critical that some groups were chosen purposely in order to explore the most out of the research questions.

3.0.6 Data Collection Techniques

This research study employed qualitative methods of data collection including; Questionnaires, Focus Groups Discussions, Key Informant Interviews, Observation and Documentary Review for primary data collection. The questionnaires and FGD's were used because they are straightforward and less time consuming for both the researcher and the

participants. For both the FGDs and Key Informant interviews, guidance was provided by interview schedules that were specifically designed according to the category of respondents in the research.

The Questionnaires had a number of sub-sections that are sub-divided based on the major research questions except the first sub-section (section A) that is meant to capture the background information of the participants like name of respondent, duration of residency, and role in the community. Other sections cover the main areas of the study. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals.

They proved useful in obtaining objective data. This is largely because the participants are not manipulated in any way by the researcher. The questionnaires were administered through the drop and pick-later method to the sampled population. In this study, the researcher dealt with the selected sample population to obtain data that can contribute to answering the research objectives.

3.0.6 Data Analysis

The collected data was analyzed using qualitative data analysis methods. Data collected through the open ended questions and analysis of documents was analyzed qualitatively through content analysis. The collected data was first analyzed before coding the data into different patterns or categories. This involved breaking down the data into manageable pieces, while searching for a trend in the data. The aim of this process was to assemble or reconstruct the data in a meaningful or logical manner. The categorizing was mainly based on the major research

questions guiding the study. Generalization from the categories about the phenomena in review and discussion in the light of the available literature was then made.

3.0.7 Literature Review

The researcher reviewed a number of literature both published and unpublished about the project in question. ⁵²Late in 2011, there were accusations leveled at Jeffrey Sachs the think tank of the project during the first independent evaluation of one of the villages, Sauri in Kenya which challenged some of the claims made on behalf of the villages.

'Gabriel Demombynes argues that the Lancet study overstates the annual fall in child mortality by using what he thinks are misleading periods for calculation. He argues that the fall in child mortality should be calculated over a slightly longer period, so the annual fall works out at 5.9%, not 7.8%, as in the Lancet and he uses figures from his own study for comparison. These show that the countries where the millennium villages are experienced annual falls in child mortality to 6.5%. In other words, on his calculations, the fall in child mortality in the villages was slightly less than the average for the region as a whole, instead of much greater.

The Economist has started an interesting new blog, 'Feast and famine: Demography and development'. On this blog, the magazine's correspondents report on and analyse matters relating to demography and development, including food production, public health and other factors that determine the wealth and poverty of nations.

⁵² Macmillan S., Millennium Villages Project: Success? Failure? Unknown?-The Controversy Continues <http://clippings.ilri.org/2012/05/31/millennium-villages-project-success-failure-unknown-the-controversy-continues/> posted on 31st May, 2012.

*The Economist*⁵³ concluded its previous article by saying that the evidence does not yet support the claim that the millennium villages project is making a decisive impact. That still seems about right.’

3.0.8 Key Informant Interviews

The researcher carried out interviews with key members of the community and various departments of the MDG program in Sauri Village. One of the respondents from the education department⁵⁴ indicated that she was not aware of the funding at the village level but could identify with the funding of the school whereby the needy and orphaned children would be supplied with necessary items such as uniform, sanitary towels for girls and so on. She claimed projects like broilers for sale were introduced with a goal of tacking back capital and leaving profit for sustainability of the project. This provided the school with avenues for generating revenue and self-sustaining the project.

Some of the challenges she identified with the program included a lack of sustainability due to the dependency syndrome portrayed by the villagers who want to continue getting hand outs. Also, though they implement good ideas at times, they leave them half-way which proves a major challenge to continue. She also cited a lack of active involvement between the MVP staff and teachers to identify needy students and the special needs of some. Poor perception by the locals also proved a challenge as people were active when the NGO’s are within the project cycle but when they leave the people forget the project. She recommended a multi-pronged approach whereby all the stakeholders like teachers, parents, community leaders and any other relevant party are actively involved in the processes in their respective fields.

⁵³ *Jeffrey Sachs and the millennium villages: Millennium bugs*, 14 May 2012,

⁵⁴ Mwanza R., Interview with Alice Wasinda., Senior teacher Bar Sauri Primary School, Sauri Yala Township, June 2013.

The village headman⁵⁵ has lived in the community for 42 years and has been a resource person in the roads department, agricultural department, village elders and a secretary at the resource centre. He feels there is positive change with the programme; like the school feeding program has contributed to good performance by students. He also acknowledges the skills acquired by the locals as advantageous in their household in areas like farming which has benefited them with higher yield. Challenges he identifies with the programme include a lack of participation by the locals when it comes to planning and designing. He also cites a lack of effort by some community members when it comes to participating in the project as a stumbling block. Also, he claims voluntary work needed in the project can prove a challenge as it is difficult to sustain voluntarism within the community for long periods of time.

He concludes that the financial input vis a vis development is not at par as the development is at a slow rate but feels that the program is necessary in the area to eradicate poverty.

As the chairman,⁵⁶ she has lived in the area for 40 years. She was chosen by the community to represent them in the water development project. She would coordinate with the UNDP facilitators on activities of the project. She claims that when the MDG project was implemented at first, the agriculture tree planting was introduced which grouped together a large group of farmers to plant a large number of trees. Some of the benefits she accrues from the project include quality knowledge acquired in certain fields like farming which enable one to better his practice and attain more yield from their farms. This has been brought about by the introduction of crop diversification, access to fertilizers, irrigation and other quality inputs. She

⁵⁵ Mwanza R., Interview with Godfrey Odinga., Village Headman, June 2013.

⁵⁶ Mwanza R., Interview with Wilfreda Achieng Ogutu., Chairman for sub-location water development.

also feels the community as a whole has benefited from projects like school program as many youths have attained a high level of learning.

She identifies low quality materials at the project site as a hurdle to achievement of goals set. She also claims that a lack of a proper exit strategy by the UN when discontinuing funding has led to collapse of some projects since they are unable to sustain themselves due to large dependency on donors. She recommends that the program officers should look into the idea of supporting departments and actively engaging them in the process from planning to implementing so as to achieve maximum desired output. She also advocates developing an exit strategy so as to develop a sustainability plan that can last and benefit the community in the long-term.

3.0.9 Focus Group Discussions

The research provided an opportunity for the community members to speak to the researcher in an informal roundtable discussion at the clinic that brought together service providers and community members, offering an opportunity for the community to share their expected results from the project as beneficiaries or non-beneficiaries. The role of the community, provincial administration and UNDP was discussed in maintaining infrastructure, mobilizing resources for rural development in tandem with the MDG goals for the millennium promise and influencing the policy direction and were found to be vital during inception meetings.

The FGD comprised of 15 members of the community which included both men and women. The participants chose to remain anonymous apart from three who went on record⁵⁷ and had been living in the village for 30, 47 and 22 years respectively. From the discussions, the

⁵⁷ Mwanza R., Interview with Auma Roselyn, Achieng Josephine and Okutoyi Millicent., FGD participants at Sauri Health Centre

group acknowledged having benefited from key areas such as health, agriculture, roads, education and many more. Some of the benefits they could directly identify with included pregnant women having access to free delivery services, free seeds and fertilizer at inception, food security, nets to curb malaria, building of a medical clinic, loans for farm inputs and others benefits accordingly. Some of the challenges they identified included financial means to sustain acquisition of materials like urea, seeds and fertilizers which they got for free at inception of the program.

3.1.0 Household Interviews

The researcher conducted household interviews with members of different households where the projects were implemented. Households were chosen using a random sampling method within the research area. The choice for household interviews was based on the fact that this category of respondents had different perspectives on the topic of research because of the different roles that they played in the project implementation.

3.1.1 Observation

This method was chosen in order to get hands on experience in the design and delivery of donor-aided projects. Further observation was done at the beneficiary level where the research had to physically look out for the actual impact among project beneficiaries. The researcher also observed that there was conflict of interest since the UNDP staff on site is remunerated whereas the members of the community seconded to the project work voluntarily thus making sustainability a challenge. Another key observation was that the health department is given preference to the other departments as its still being funded thus making it seem the most important promise than the rest.

Further observation has shown that lack of transparency and accountability within the project has brought a misunderstanding between the community and the representatives of the community to the project in that they see as though the funds were mismanaged.

3.1.2 Documentary review

The researcher reviewed documentary features on Sauri Village⁵⁸ which covered the aspect of environmental sustainability, school feeding program and technology advancement. The education has improved after the donation of computers as facilities to Bar Sauri Primary School by the Millennium Village Project and students are staying in school due to the school feeding program that bridged the gap there before of hunger which in turn led to students dropping out of school or attending school on and off.

The directive from the president on access to free maternal health on the 1st of June, 2013 reiterated the work ⁵⁹ in Aluero village in Sauri sub-location as a result of the millennium village project which has a holistic sustainable approach to the solution of healthcare and other MDG's. Ajula, a community health worker, focuses on public health as most causes of maternal deaths are associated with the pregnancy itself. The skills he possesses are more sustainable, as maternal health is not only about free delivery.

Due to the adverse poverty generally in Sauri, in 2005⁶⁰ the millennium village stepped in to work with the locals by providing innovations such as better farming techniques which boosted harvest and incomes and improved the community's capacity to maintain progress in areas like health and infrastructure. It is worth noting that there has been progress in education due to the school feeding programme in Nyamnia primary school in Sauri Village and 32

⁵⁸ Documentary feature: Village setting standards in meeting MDGS by Ntv Kenya 2012

⁵⁹ The millennium village July 13,2013 by Citizen TV

⁶⁰ Food for thought: Nourishing young bodies and minds in Sauri, Kenya by Earth Institute (March 2013)

other schools. In 2007, parents were brought on board to give a sense of ownership and to ensure sustainability. This school has demonstrated that MDG's can be achieved with minimal support from the project.

3.1.3 Data Analysis Techniques

The research purely relied on primary data for its findings. Questionnaires were administered because they were straight forward, Focus Group Discussions were conducted because they were less time consuming for both the researcher and participants. The questionnaires had a number of sub-sections that were sub-divided based on major research questions except the first subsection which is meant to cover background information of the participant like the role in the community, number of years of residence and name. Other subsections cover the main are of the study. The questionnaires were appropriate for the researcher because they collect information that is not necessarily covered on the interview guide like attitudes, experiences, feelings and motivation.

3.1.4 Ethical Considerations

The research took a number of ethical issues into consideration namely,

- Permission was requested and obtained from relevant authorities from the university department and sub-location before the research was conducted with the targeted stake holders.
- Consent was sought from the respondents for the interviews and focus group discussions to be able to go on record with the personal information captured. Where the participant was uncomfortable, they were documented off the record.

3.1.5 Challenges encountered during the field work

1. Lack of adequate statistical data to justify some of the changes that have taken place since the inception of the program. For example, with the purported increase in crop yield, it is difficult for the researcher to justify this with quantitative data due to lack of a way to quantify this increase.
2. Some of the employed UNDP staff who are still working on the project refused to give an interview for bureaucratic reasons which proved to be a stumbling block in collection of primary data from the donor's level as a key partner.
3. Some of the respondents demanded for hand outs in order to diverge information towards the research.
4. There was bias in response from some interviewees as they would provide information in a manner they think the researcher would want to hear as opposed to their view on the actual scenario.
5. The distance between various homes within the sample group was vast thus making the data collection process strenuous.
6. Those from the community who considered themselves as non-beneficiaries did not see the need of participating in the study.
7. High expectations of the researcher in regard to bridging the gap left by the UNDP after its exit whilst hoping that sustainability will take effect.

3.1.6 Conclusion:

Chapter three describes the nature of the study as exploratory in order to enable the researcher to learn more about the problem. The study chapter also refers to the population of interest. Data collection method was through questionnaires and primary data sources from the internet and library.

CHAPTER FOUR

4.0 Analysis

4.1 Introduction

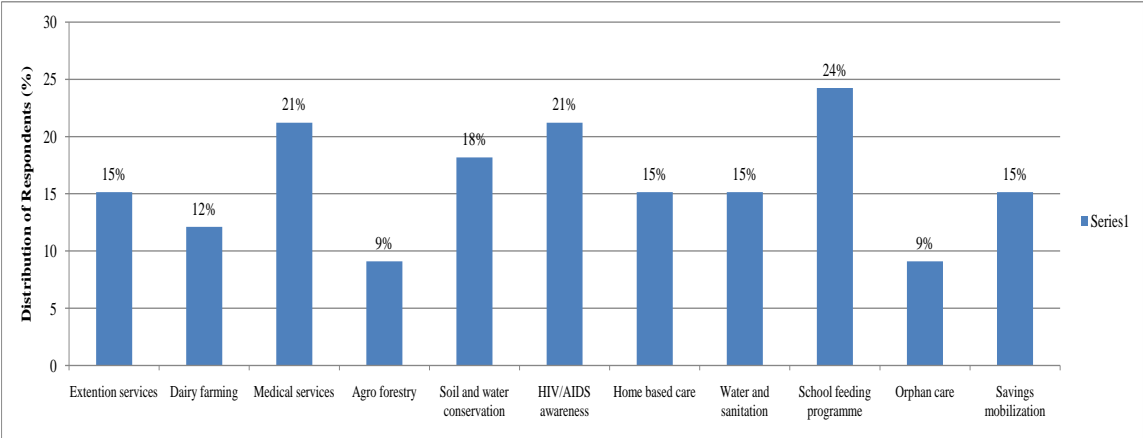
This chapter presents the key findings of the research according to the research objectives and the research questions. The findings in this chapter have been arranged according to the following thematic areas; Donor funding policies and objectives, Stakeholder involvement and sustainable Development.

During the data collection, 33 respondents were targeted and were either given questionnaires or participated in interviews. Out of these, 33 respondents responded by participating in the study. This gave a response rate of 100%. The collected data were edited and coded. This response rate is considered adequate to enable the researcher achieve the objectives of the study as it is above 50%. A response rate of above 50% is considered adequate.

4.2 Existing Activities

The study findings in Figure 1.1 show that the activities existing in the village include extension services (15%), dairy farming (12%) medical services (21%) soil and water conservation (18%), HIV/AIDS awareness (21%) and school feeding programme (24%) among others. This means that the various activities go on in the village.

Figure 1.1 Existing Activities



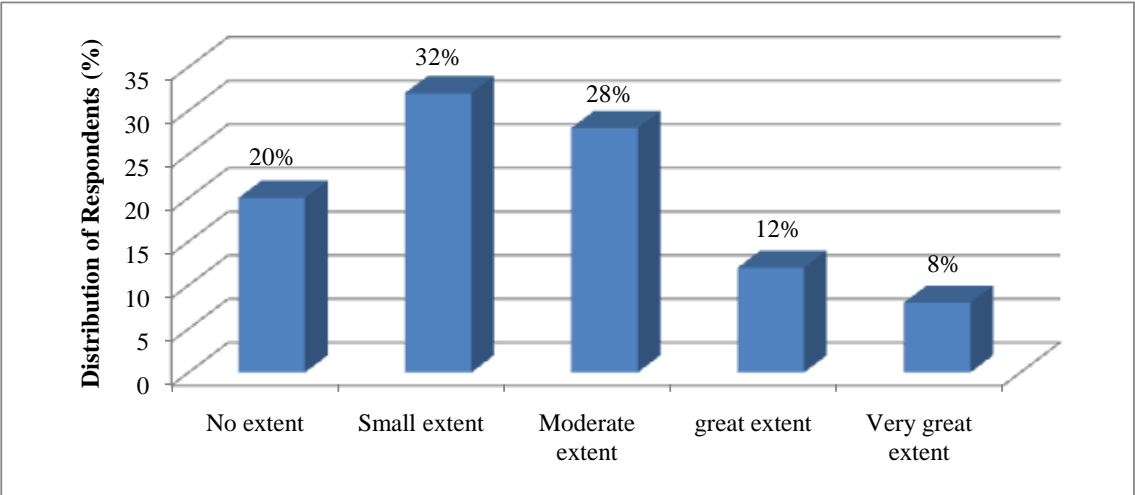
4.2.1 Effect of Institutions on the Projects Development and Continuity

In this section the study sought to determine the effect of institutional frameworks on the project development and continuity in Sauri Village. The findings are presented in the subsequent sections.

4.2.3 Government has Long-term Commitment to Project Goals

Respondents were asked to state whether the government as an institution had a long-term commitment to the project goals. The study findings in Figure 1.2 show that according to 32% of the respondents, the government had a long-term commitment only to a small extent while 20% of the respondents indicated that the government had no long-term commitment at all. The findings mean that the government commitment to the Sauri Village project goal was very minimal.

Figure 1.2: Government has Long-term Commitment to Project Goals

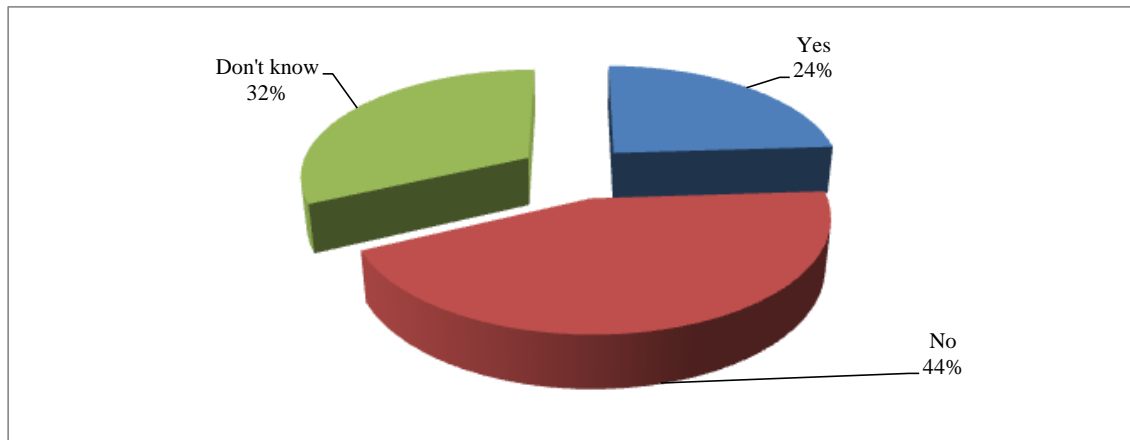


4.2.4 National Policy Statement Defining Roles of Government and Stakeholders

The study sought to establish whether there existed a national policy statement that defined the roles of government and other stakeholders. According to the study findings in Figure 1.3, 44% of the respondents indicated that there were no national policies which specified the responsibilities of the government, the community and the private sector with regard to repair and maintenance of the facilities. The study findings show that only 24% of the respondents indicated that there were indeed policies.

Asked to explain their answers, the respondents indicated that there was no government policy with regard to the management of the project as the community was left to manage the project and in case of breakdown or any financial need, the community has to mobilize the resources without the assistance of the government or any other organization. Respondents indicated that there were no budgetary allocation by the government and therefore the management of the projects were squarely in the hands of the community.

Figure 1.3: National Policy Statement Defining Roles of Government and Stakeholders

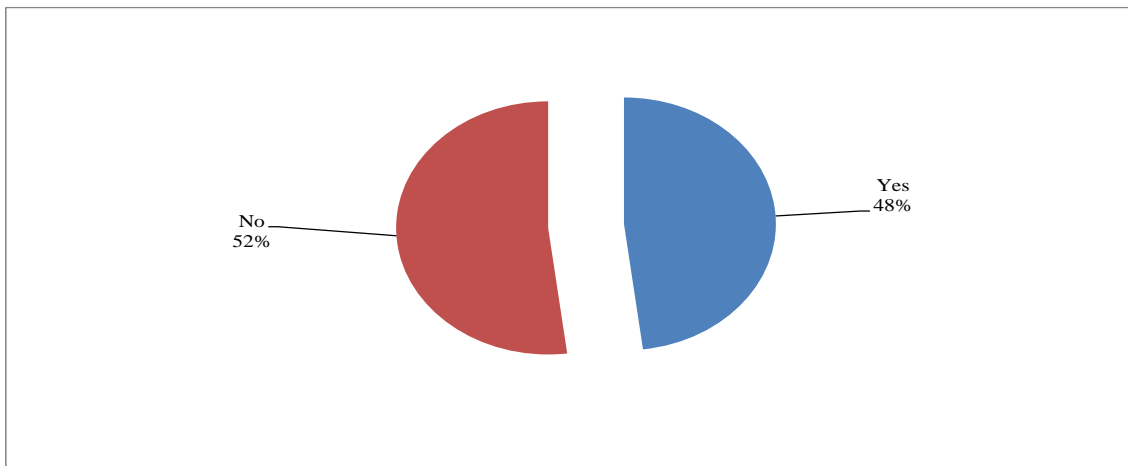


4.2.5 Regional Government has Plans for Extension Activities

The study sought to determine whether the regional government had plans for extension activities including reinforcing health education messages and periodic monitoring of community activities. The study findings in Figure 1.4 show that most of the respondents (52%) indicated that the regional government had no such plans while according to 48% of the respondents, the government had the plans for supervision of the village activities.

Asked to explain their answers, the respondents indicated that indeed the regional governments had work plans for extension activities including the health programme as the provision of healthcare in particular had been transferred to their docket. The respondents also indicated that the county governments through the departments of agriculture has plans to strengthen the production of food in the region and will therefore be keen to advance the goals of the project. However, some respondents indicated that the regional governments were looking at the larger region and would therefore not limit itself to Sauri Millennium Village.

Figure 1.4: Regional Government has Plans for Extension Activities



4.2.6 Committee Confident of Managing Project Facilities and Activities

The study sought to determine the extent to which the community project committee was confident of managing the project facilities and related activities. The study findings show that 32% of the respondents indicated that the committee was confident of management of the facilities and activities only to a moderate extent while 28% indicated that they had confidence only to a small extent. The findings may therefore be interpreted to mean that the committee was confident of management only some extent.

4.2.7 Trained Members of Community Available for Maintenance and Management

The study sought to determine whether the trained members of the community were available for the maintenance and repair of facilities such as water pumps. The study findings show that majority of the respondents (68%) indicate that there were no trained members of the community that were available for the maintenance and repairs of the broken down facilities. This may hamper the sustainability of the projects as the village will have to depend on the donors for such services and where the donors cannot be available, the project will fail.

4.3 Community Involvement with the Project

Respondents were asked to state how in their opinion, the institutions had influenced the sustainability of the projects. The respondents indicated that the government had no touch with the project which has made it impossible for the project continues in the absence of the donors. Respondents indicated that the government needed to have a mechanism where it would take over some of the projects like the school feeding programme, the management of the health facilities, the continued provision of the extension services among others. According to two respondents, the county governments ought to have worked with the donors to ensure that when the donor pulled out, continuity would be guaranteed.

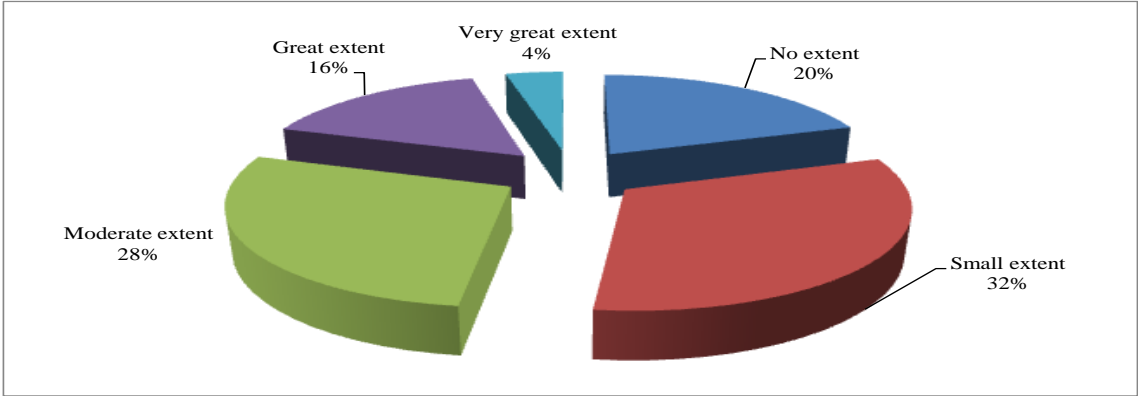
4.3.1 Development Processes

In this section the study sought to determine the effect of development processes on the sustainability of the donor projects in Sauri Millennium Village. The findings are presented in the subsequent sections.

4.3.2 Design Documents Spell out Sustainability

The study sought to determine whether the design documents spelled out sustainability as an objective to be attained. The results of the study presented in Figure 1.5 show that 20% of the respondents indicated that the design document did not spell out sustainability while 32% of the respondents indicated that the design was only spelled out to a small extent. The results show that according to 28% of the respondents, the design spelled out sustainability only to a moderate extent.

Figure 1.5: Design Documents Spell out Sustainability



4.3.4 Community Provided Substantive Input into Problem Identification

Respondents were asked to indicate whether the community provided substantive input into problem identification and project design. According to the findings of the study, 72% of the respondents indicated that the community did not provide substantive inputs into the problem identification and project design.

Asked to explain their answers, the respondents indicated that the community was not involved in any way in the problem identification as the donors in consultation with the government officials decided on the projects and the community simple became the end consumers of their decision. Respondents also indicated that the donors designed the projects and the locals were never consulted in the design of the projects.

4.3.5 Baseline Survey Carried Out

The study sought to determine whether baseline survey was carried out to verify project assumptions and to obtain information on the knowledge, attitude and practices related to the project. The results of the study show that majority of the respondents (88%) indicated that baseline survey on the knowledge, attitude and practices related to the project was not carried out. This is interpreted to mean that the donors did not bother to find out perception of the community about the projects they intended to implement.

4.3.6 Community Given Voice and Voted on Aspects of Project

The study sought to determine the extent to which the community was given voice and voted in all aspects of the project cycle. The findings revealed that most of the respondents (36%) indicated that the community did not have any voice and neither did they vote on any aspect of the project cycle. The study further revealed that 28% of the respondents indicated that the community had a voice and voted only to a small extent. These findings mean that the community was hardly involved in the project management.

4.3.7 Project Committee Participate on Operations and Maintenance Management and Financial Decisions

The study sought to establish the extent to which the project committee participated in operations and maintenance management and financial decision. According to the results, 32% of the respondents indicated that the committee only participated to a small extent while 28% indicated that the committee did not participate at all. The findings of the study may be interpreted to mean that the donors did not engage the committee in the operations and maintenance and neither were they engaged in the decision making process with regard to finance matters.

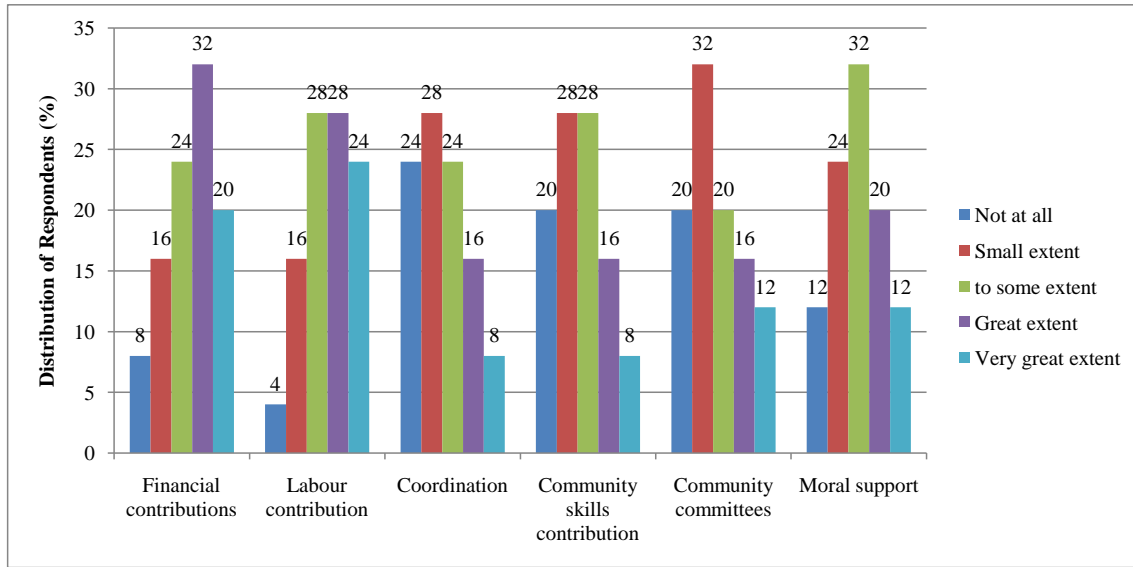
4.3.8 Community Involved in Operations and Maintenance of the Project

Respondents were asked to indicate whether the community was involved in the operations and maintenance of the project. The study findings show that 52% of the respondents indicated that the community was not involved in the operations and maintenance of the project activities in the village. The results however show that 48% of the respondents indicated that indeed the community was involved in the operations and maintenance of the project activities. The findings may be interpreted to mean that despite the fact that some of the community members being involved in the operations and maintenance, most of the villagers were not involved which threatens the sustainability of the project.

4.4 Management Activities

The respondents were asked to list the project activities they were involved in the village. According to the study findings in Figure 1.6, most of the respondents (52%) indicated that they were involved in financial contribution to a great extent. The findings further show that 52% of the respondents are involved in the provision of labor. The results show that according to 52% of the respondents they were not involved in the coordination of the project activities. The findings also show that 48% of the respondents never contributed to the community skills and according to 52%, the respondents were not part of the project committee. This implies the community was involved in the operations of the project only to a small extent.

Figure 1.6: Management Activities



Asked to indicate why they were not involved in the management of the projects, the respondents indicated that they felt out of place because the projects did not belong to them as they were never consulted nor were they educated of how they could benefit from the projects. In the focus group discussions, the respondents indicated that the community was left behind in the management of the project and even those who managed the projects were mainly handpicked by the donors as the community did not participate choosing the management.

4.4.1 Committee has Adequate Communication Channel with Government

Respondents were asked to indicate whether the village committee had adequate communication channel with the government agencies and the private sector to express the community’s needs. The study findings show that majority of the respondents (84%) indicated that the committee did not have any communication channel with either the government agencies of the private sector to air the grievances of the community.

Asked to explain their answer, the respondents indicated that the government agencies were not willing to listen to the needs of the people. Respondents also indicated that the committee was not responsible enough as there was no one ready to take the responsibility to approach the government or other stakeholders to tell them the problems of the community. Respondents in the focus group discussion indicated that they have never seen government officials apart from the Chief and his assistant who hail from the village come to see the progress of the project.

4.4.2 Project Design Specified Responsibilities

The study sought to establish whether the project design specified the responsibilities of the community, the government agencies and the private sector in terms of financing and operations and maintenance. The results of the study show that while 16% of the respondents indicated that the design did not specify the roles, 32% indicated that the design specified the roles only to a small extent while 36% indicated that it specified to moderate extent. The results mean that to a large extent, the project design did not specify the responsibilities of the government the community and the private sector with regard to the operations and maintenance and the financing. This may make sustainability of the project very difficult.

4.4.3 Operations and Maintenance Roles Defined and Understood

The respondents were asked to indicate whether the operations and maintenance roles were well defined and clearly understood by the parties involved. The study shows that majority of the respondents (64%) indicated that the operations and maintenance roles were not well defined and were not clearly understood. The results however show that 36% of the respondents indicated that indeed the roles were well defined and were clearly understood. The findings may

be interpreted to mean that the operations and maintenance roles are not well understood as they are not clearly defined.

4.4.4 Ownership of Village Clearly Defined

Respondents were asked to indicate whether the ownership of the village facilities was clearly defined. According to the study the respondents indicated that the ownership was not clearly defined. This means that it is hard to determine the ownership and so the community may not feel left out as they do not have the ownership of the project and this may be a threat to its sustainability.

4.4.5 Availability for Resources

The study sought to determine whether the responsible parties had the resources to cover the recurring operational costs. According to the findings of the study, most of the respondents indicated that there were not enough resources to cover the recurrent operational costs. However, 40% of the respondents indicated that indeed there were enough resources.

4.5 Project Organization

The study sought to determine influence of project organization on the sustainability of the donor project in Sauri Millennium Village. The findings of the study are presented in the subsequent sections.

4.5.1 Project Management within the Existing Institutional Structure

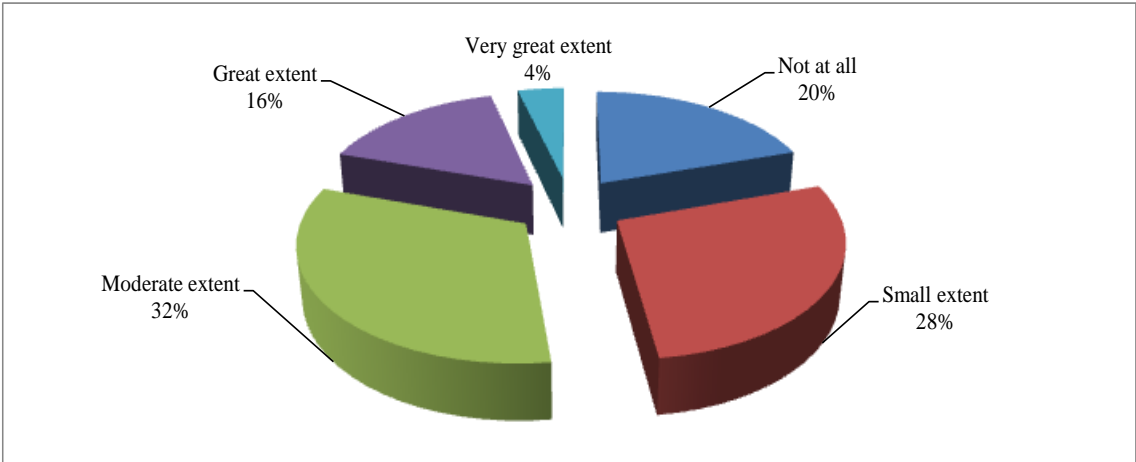
Respondents were asked to indicate the extent to which the project management was within the existing institutional structure to facilitate continuation of activities after the donor withdrawal. Respondents indicated that project management did not fall within the existing institutional structure. The findings show that 32% of the respondents indicated that project management was within the existing institutional structure to a moderate extent. The findings

may be interpreted to mean that project management was within the existing structure only to a small extent.

4.5.2 Local Community Participate in Decision Making

The study sought to determine the extent to which the local community participated in decision making in the management issues of the project. The findings show in Figure 1.7 show that 48% of the respondents indicated that the local community participated in decision making only to a small extent. The findings show that 32% of the respondents indicated that the local community participated in the decision making only to a moderate extent. The study findings mean that most of the respondents participate in decision making only to a small extent.

Figure 1.7: Local Community Participate in Decision Making



4.6 Sustainability

4.6.1 Proportion of Amount Spent Used to Train the Trainers

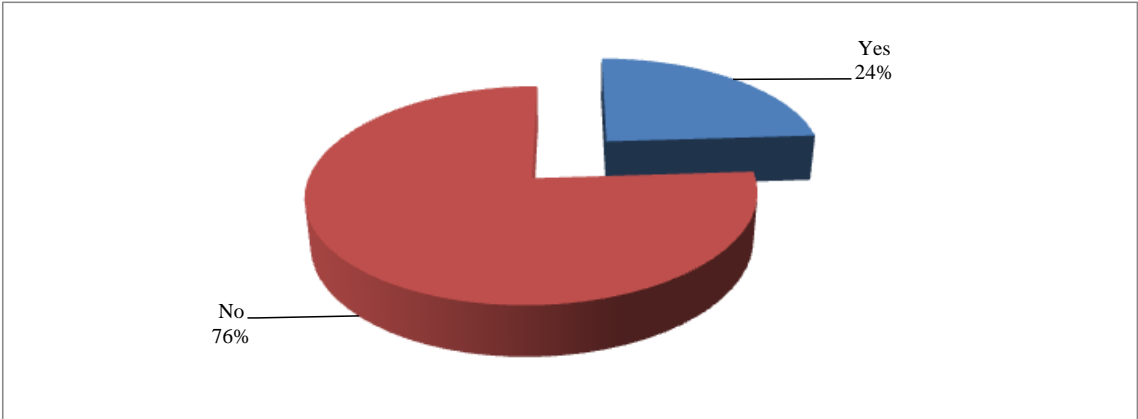
Respondents were asked to indicate whether at least a fraction of the pre-completion resources was used to train the trainers. Majority of the respondents (68%) indicated that there were no resources allocated for the training of trainers. The study findings mean that training

was never allocated any resources and this may hamper the sustainability of the project as there will be no skilled people to manage the operations of the project.

4.6.2 Flexibility in Addressing Sustainability Problems

The respondents were asked to indicate whether there was flexibility in addressing sustainability problems facing the project. According to the findings in **Figure 1.8**, majority of the respondents (76%) indicated that there was no flexibility in addressing sustainability problems.

Figure 1.8: Flexibility in Addressing Sustainability Problems



4.6.3 Project to Continue After Donor Withdrawal

The study sought to determine whether the project would continue after the support from donor was withdrawn. The results of the study show that 44% of the respondents indicated that to a great extent the project will continue after the withdrawal of the donor. The findings mean that the community has the positive attitude with the project.

According to the interview results with the key informants, the donor agency did not include the community from the inception of project design. The needs assessment were done through a research that indicated Sauri had extreme poverty levels therefore instigating the

Millennium Village Programme with the 8 MDG's to cover a holistic approach and eventually sustainability. According to the discussions with the key informants, the community feels that they were only involved at the implementation stage and the financial input does not correlate the development of the village. The study further shows that the level of donor engagement with the stakeholders as mainly on a need basis

This study through the key informants interview results revealed that with the entire funding coming from donors in this case UNDP, it is unlikely that the community had a say in the design and implementation of the project rather than if the finance were from an already existing resource within the community. Interviews with some of the community members exposed that donors wanting to implement the project according to their policies was a big stumbling block in project implementation. One of the respondents, a teacher from Bar Sauri Primary School indicated that, "the community members that have been appointed to head departments cannot be very objective in their information dissemination about the project as they would be victimized as they depend on UNDP".

Key informant interviews also revealed that the donor i.e. UNDP dictated what the agenda would be after a soil research by ICRAF without necessarily involving the people from the village at the design stage. The village was then supposed to have accomplished the MDGs by 2015. The genetically modified seeds were not sustainable as the locals were not able to access the same seeds and fertilizer that they were initially getting for free.

CHAPTER FIVE

5.0 Summary, Conclusions and Recommendations

5.1 Introduction

This chapter presents a summary of some of the key findings, conclusions and recommendations from the research.

5.2 Summary of findings

For there to be sustainable development, useful analysis of policies needs to be done involving all the actors. Proper planning, designing and implementation are necessary in order to ensure community ownership. Community ownership is a requisite to sustainability. One of the main challenges of aid is that it can make communities more dependent instead of self reliant. Sauri Village has tried to embark on interventions to promote self reliance but are still tied to funds which essentially mean no sustainability if the funds are not regenerating from the various activities from the project.

The lack of involvement of the community members at the planning and design stage creates a disconnect from the project and the community which eventually leads to lack of ownership. The role of the government cannot be ignored as they are useful in providence of national machinery that have been contextualized useful in ensuring efforts are coordinated e.g. CDF offices. Cognizance of the fact that the needs of the community are enormous working in isolation would be at the peril of sustainability. Coordinated efforts enable the stakeholders to exchange knowledge, skills, share resources.

5.3 Discussion of findings

5.3.1 Institutions

The study established that according to 52% of the respondents, the government had a long-term commitment only to a small extent. The study findings revealed that 44% of the respondents indicated that there were no national policies which specified the responsibilities of the government, the community and the private sector with regard to repair and maintenance of the facilities to which respondents explained that the community was left to manage the project and in case of breakdown or any financial need, the community has to mobilize the resources without the assistance of the government or any other organization. The study showed that 52% of the respondents indicated that the regional government had plans for supervision of the village activities. Respondents explained that the regional governments had work plans for extension activities including the health programme as the provision of healthcare in particular had been transferred to their docket.

The study revealed that 32% of the respondents indicated that the committee was confident of management of the facilities and activities only to a moderate extent. Majority of the respondents (76%) indicated that the women were not serving in the project committees. The study findings show that majority of the respondents (68%) indicate that there were no trained members of the community that were available for the maintenance and repairs of the broken down facilities. The respondents indicated that the government had no touch with the project which has made it impossible for the project to continue in the absence of the donors. Respondents indicated that the government needed to have a mechanism where it would take over some of the projects like the school feeding programme, the management of the health facilities, the continued provision of the extension services among others. According to two

respondents, the county governments ought to have worked with the donors to ensure that when the donor pulled out, continuity would be guaranteed.

5.3.2 Development Processes

The results established that according to 52% of the respondents indicated that the design document spell out sustainability only to a small extent. The study findings revealed that 72% of the respondents indicated that the community did not provide substantive inputs into the problem identification and project design. Respondents further explain that the community was not involved in any way in the problem identification as the donors in consultation with the government officials decided on the projects and the community simple became the end consumers of their decision. Respondents also indicated that the donors designed the projects and the locals were never consulted in the design of the projects.

The results showed that majority of the respondents (88%) indicated that baseline survey on the knowledge, attitude and practices related to the project was not carried out. The findings revealed that most of the respondents (36%) indicated that the community did not have any voice and neither did they vote on any aspect of the project cycle. According to the results 60% of the respondents indicated that the committee only participated to a small extent. The study findings showed that 52% of the respondents indicated that the community was not involved in the operations and maintenance of the project activities in the village. The results however show that 48% of the respondents indicated that indeed the community was involved in the operations and maintenance of the project activities. According to most of the respondents (52%), they were involved in financial contribution to a great extent. The findings further showed that 52% of the respondents are involved in the provision of labor. The results show that majority of the respondents (84%) indicated that the committee did not have any

communication channel with either the government agencies of the private sector to air the grievances of the community. The results of the study revealed that 48% of the respondents indicated that the design specify the roles only to a small extent.

5.3.3 Project Organization

The findings showed that 44% of the respondents indicated that project management did not fall within the existing institutional structure. The findings revealed that 48% of the respondents indicated that the local community participated in decision making only to a small extent. The results showed that 68% of the respondents indicated that there were no resources allocated for the training of trainers. According to the findings, majority of the respondents (76%) indicated that there was no flexibility in addressing sustainability problems. The results of the study showed that 44% of the respondents indicated that to a great extent the project will continue after the withdrawal of the donor.

According to the interview results with the key informants, the donor agency did not include the community from the inception of project design. The needs assessment were done through a research that indicated Sauri had extreme poverty levels therefore instigating the Millennium Village Programme with the 8 MDG's to cover a holistic approach and eventually sustainability. According to the discussions with the key informants, the community feels that they were only involved at the implementation stage and the financial input does not correlate the development of the village. The study further shows that the level of donor engagement with the stakeholders as mainly on a need basis

This study through the key informants interview results revealed that with the entire funding coming from donors in this case UNDP, it is unlikely that the community had a say in the design and implementation of the project rather than if the finance were from an already

existing resource within the community. Interviews with some of the community members exposed that donors wanting to implement the project according to their policies was a big stumbling block in project implementation. One of the respondents, a teacher from Bar Sauri Primary School indicated that, “the community members that have been appointed to head departments cannot be very objective in their information dissemination about the project as they would be victimized as they depend on UNDP”.

Key informant interviews also revealed that the donor ie UNDP dictated what the agenda would be after a soil research by ICRAF without necessarily involving the people from the village at the design stage. The village was then supposed to have accomplished the MDGs by 2015. The genetically modified seeds were not sustainable as the locals were not able to access the same seeds and fertilizer that they were initially getting for free.

This research has found that projects implemented by International Non-Governmental Organizations in this case UNDP are projects designed and implemented by donors according to their policy objectives and programs. It is clear that the beneficiaries are involved at the implementation stage and not from its inception. Due to lack of financial muscle by the locals the INGO implements the project as it sees fit to the target beneficiaries. This imbalance increases the chances for donor imposition of their policies and objectives.

The study found out that donor funded projects no future without international aid and most of the project handouts had promoted dependency syndrome among the locals and also the fact that it has been contextualized to achieve certain goals by 2015 making sustainability least likely to be achieved due to different contexts.

The following hypothesis were developed from the conceptual framework

- Donor-aided projects accelerate the donor dependency syndrome among the beneficiaries;
- The project is not sustainable as it is purely dependent of donors and not the beneficiaries or the government,
- A small percentage is economically and socially impacted.

The review has identified a variable that is fundamental for development in the community as they seek sustainable development which is donor funding. The project at Sauri village is not sustainable and is purely dependent on donors and not the beneficiaries or the government. As much as it accelerates dependency syndrome it at least has left the locals with some skills and knowledge. A very small percentage was economically and socially impacted by the project.

5.4 Conclusion

This research achieved the research objectives and the key questions were answered and therefore make the following conclusions;

This research can conclude that international aid is the lifeline of projects without which the project is not self sustaining. As UNDP have exited, the village is struggling to self sustain as the project was driven by donor funds. With time the structures put in place will cease to exist as the dependency syndrome creeps in.

Donor aided project are more often than not influenced by the donors policy objectives with no consideration from the communities in put in the project design and implementation. The social and economic bit of the project lacked participation of their primary target beneficiaries at the design stage making the project implementation have a top down approach. These

projects are usually a mirror of donors objectives and are unlikely to get funded if they do not. This study also concludes that donor funded projects accelerate dependency syndrome among their target beneficiaries and accelerated it at wider community level. This dependency syndrome has further suppressed the entrepreneurship potential among local communities, instead created a regular demand to be helped just like others were helped.

The level of satisfaction by the beneficiaries achieved by donor funded projects is unsatisfactory. The donors neglected the input of the locals in the project design. The donor engagement with stakeholders on all levels of project development and management cycle lacks inclusivity and input from the stakeholders.

5.5 Recommendations

Below are recommendations drawn from the discussion and analysis of findings. The recommendations are structured and directed to donors, local leaders, the community and academia.

5.5.1 Donors

In order to enhance financial sustainability, the study recommends that UNDP should focus more on income generating activities that will go a long way in sustaining livelihoods as opposed to enhancing new skills for alternative livelihoods. Since the management of the donor funded projects affects the socio-economic aspect of the community members, the donor should have a proper exit strategy that leaves the community sustainable rather than enhance dependency.

The INGO needs to ensure they avoid giving positions of power to “outsiders” as this can breed animosity and could undermine development. Most of the departments that are still

being funded are head by UNDP staff like the health department yet the other departments are not being funded as they are supposed to be on their way to sustainability.

5.5.2 Government and Local Leaders

For purpose of ownership, the local leaders have a role to play in ensuring the projects do not fall apart. The local leaders and local administration can play a role in monitoring the implementation of the project to see whether it reflects the aspirations of the people. The local leaders and representatives of government can demand for transparency and accountability from INGOs such as UNDP. These can be facilitated by *barazas* where the community contributes their ideas towards the community development project and assess the progression in a positive or negative way.

5.5.3 The community

The study further recommends that a multi-pronged approach is employed whereby all stakeholders participate in the project design and implementation of any donor funded activity to promote ownership and increase the chances of sustainability. The study also recommends that the influence of donor objectives and policies on performance of their funded projects should be minimal and allow for more of the community's input to promote ownership.

5.5.4 Areas of further research

The study recommends that further research should be done on the effect of project design on financial sustainability so as to allow for sustainable development. Secondly another area for further research is how beneficiaries' perception donor funded projects affect the impact of the projects. The study also recommends that for policy direction to ensure sustainable development, there should be legislation and adequate monitoring of all

interventions by donor funded projects with the aim of promoting ownership, sustainability and poverty reduction.

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APPENDICES

APPENDIX 1: SAURI VILLGE PICTURES



BAR-SAURI H. CENTRE CITIZENS HEALTH-CARE SERVICE DI			
SERVICES	REQUIREMENTS	PATIENTS/CLIENT REQUIREMENT	USER CHARGES (K SHS)
Registration card	Registration card and fees	Registration fee (patient/ client)	FREE
Registration card	Registration card and fees	Registration fee (patient/ client)	20/-
Registration card	Registration card / book	Registration fee (patient/ client)	FREE
Prescription	Prescription	Registration fee (patient/ client)	FREE
Prescription	Prescription	Registration fee (patient/ client)	FREE
Prescription	Prescription	Registration fee (patient/ client)	FREE

APPENDIX 2: QUESTIONNAIRE
SECTION A: BACKGROUND INFORMATION

1. What is your name?_____
2. Gender? Male () Female ()
3. Age? 18 – 25 years () 25 – 30 years () 31 – 40 years () 41 –
50 years () Over 50 years ()
4. Marital status?Single () Married () Separated ()
Divorced () Widow(er) ()
5. Level of education? Primary () Secondary () Tertiary
collage() University ()
6. Which of the following categories of activities exist in this community?
 - a. Extension services ()
 - b. Dairy farming ()
 - c. Medical services ()
 - d. Afro forestry ()
 - e. Soil and water conservation ()
 - f. HIV/Aids awareness ()
 - g. Home based care ()
 - h. Nutritional activities ()
 - i. Water and sanitation projects ()
 - j. Orphan care ()
 - k. Credit facilities ()
 - l. Savings mobilization activities ()

SECTION B: INSTITUTIONAL

7. To what extent does the government have a long-term commitment to the project goals?

No extent () Small extent () Moderate extent () Great extent () Very great extent ()

8. Is there a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector; financing mechanisms; equipment standardization; and arrangements for providing spare parts? Yes

() No () Don't know ()

9. Explain your answer_____

10. Does regional government have work plans for extension activities that include reinforcing health education messages and periodic (semiannual at least) monitoring of community activities? Yes () No ()

11. Explain your answer_____

12. To what extent are community project committees or key individuals confident of managing the project facilities and related activities? No

extent () Small extent () Moderate extent () Large extent () Great extent ()

13. Are more women serving on project committees and participating in activities than before the project began? Yes () No ()

14. Are there trained members of the community available to maintain and repair the facilities such as the water pumps? Yes () No ()

15. In your opinion, how have the institutions influenced the sustainability of the Sauri Village project? _____

SECTION C: DEVELOPMENT PROCESSES

16. To what extent did the design documents spell out sustainability as an objective to be attained? No

extent () Small extent () Moderate extent () Large extent ()
Great extent ()

17. Did communities provide substantive input into problem identification and project design? Yes () No ()

18. Explain your answer _____

19. Was a baseline survey carried out to verify project assumptions and obtain information on knowledge, attitudes, and practices related to the projects? Yes

() No ()

20. To what extent were the communities given a voice and vote in all aspects of the project cycle? No extent

() Small extent () Moderate extent () Large extent ()
Great extent ()

21. To what extent do the project committees participate in O&M management and financial decisions? Not at all

() Small extent () to some extent () Large extent ()
Great extent ()

22. As a community, are you involved in repair and maintenance of social goods and services facilities? Yes () No ()

23. If yes, to what extent are you involved in the management of the various projects in the village?

	Not at all	Small extent	to some extent	Great extent	Very great extent
Financial contributions					
Labour contribution					
Coordination					
Community skills contribution					
Community committees					
Moral support					
Other specify (_____)					

24. If no in 22, what are the reasons for none involvement? _____

25. Do the Sauri Millennium Village committees have adequate communication channels with government agencies and the private sector to express community needs?

Yes () No ()

26. Explain your answer_____

27. To what extent did the project design specify the responsibilities of the community, government agencies, and the private sector and describe the financing mechanisms for operations management? Not at all () Small extent () to some extent () Large extent () Great extent ()

28. Are operations management roles clearly defined and understood by all responsible parties? Yes () No ()

29. Is the ownership of Sauri Millennium Village facilities clearly defined?
Yes () No ()

30. Explain your answer_____

31. Do the responsible parties (communities or government agencies) have the resources to cover recurring operations management costs? Yes ()
No ()

SECTION D: PROJECT ORGANIZATION

32. To what extent was the project managed within the existing institutional structure to facilitate continuation of activities after the completion? Not at all () Small extent () to some extent () Large extent () Great extent ()

33. To what extent does the local community participate in the decision making in the management issues of the project? Not at all () Small extent () to some extent () Large extent () Great extent ()

34. Was at least 15 percent of pre-completion project resources spent on institution-building activities, including the training of trainers? Yes () No ()

35. Explain your answer _____

36. Was there evidence of flexibility in adapting to problems related to sustainability during the course of implementation? Yes () No ()

SECTION E: DONOR

37. Has there been continuing donor interest in sustainability prior to and during project implementation and support for the transition to operational status? Yes
 No

38. To what extent did the donor dominate the implementation process of the project?
 Not at all Small extent to some extent Large
 extent Great extent

SECTION F: SUSTAINABILITY

39. To what extent do you think the projects in this community will continue after support of donors in general? Not at all Small extent to some extent
 Large extent Great extent

40. If no to what extent would you support the following factors for sustainability of projects?

	Not at all	Small extent	to some extent	Large extent	Great extent
Continued donor support					
Handing over projects to government					
Increasing number of donors					
Partnership with other established institutions					
Collaboration among CBOs					

Capacity building /training					
Organisational Development					
Community Trust Funds					
Other specify (_____)					